

# Apply to the levelling up fund round 2

## Submission details

Submission reference	LUF20291
Created time	Wed, 10 Aug 2022 08:56
Signed-in user	b7664309-bf0f-4ca7-b303-f54b657e6805

## What is the legal name of the lead applicant organisation?

Canterbury City Council

## Where is your bid being delivered?

England

## Select your local authority

Canterbury

## Enter the name of your bid

Connected Canterbury: Unlocking the Tales of England

Does your bid contain any projects previously submitted in round 1?

No

## Bid manager contact details

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## Enter the name of any consultancy companies involved in the preparation of the bid

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Lawrence Consulting  
PO Box 2567  
Toowoomba Queensland 4350  
Australia  
reuben@lawrenceconsulting.com.au

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## Enter the total grant requested from the Levelling Up Fund

£19905911

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## Investment themes

Regeneration and town centre 65.6%

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Cultural 31.2%

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Transport 3.2%

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## Which bid allowance are you using?

Full constituency allowance

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## How many component projects are there in your bid?

3

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## Do you have the support of all the authorities with the relevant statutory responsibility before proceeding?

Yes

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## File upload 1

Upload pro forma 1 Proforma 1 - Highway Authority Support - Canterbury.pdf

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## Are you submitting a joint bid?

No

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## Grant value declaration

I am submitting a bid as a single applicant and can confirm that the bid overall does not exceed £20 million grant value

Tick to confirm

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## Gateway criteria: costings, planning and defrayment

I confirm that some LUF grant funding will be defrayed in the 2022/23 financial year

Tick to confirm

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Costings and Planning Workbook Canterbury Workbook 28.07.22 (1).xlsx

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## Provide bid name

## Provide a short description of your bid

The proposals combine heritage-led regeneration and public realm transformation to deliver a set of transformative, tangible and visible improvements to Canterbury city centre. This will make the city a more attractive and sustainable place that visitors enjoy and local people have pride in while revitalising its economy by:

- \* Regenerating assets of exceptional heritage significance while transforming key heritage settings;
  - \* Developing attractive 'green arrival' points and rejuvenating public spaces, supported by new cycle hubs and electric vehicle chargers; and
  - \* Creating 'Story' Gardens that use innovative technology to unlock Canterbury's role in England's history while connecting city heritage and spaces with new walking and cycling routes.
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## Provide a more detailed overview of your bid proposal

Canterbury's LUF package bid is transformatively ambitious, consisting of three viable and highly sustainable projects each with multiple but complementary and connected urban planning and architectural interventions.

More scheme detail is available via the visualisations and other documents in Annex F notably the Riba stage 2 and landscape documents.

### THE PROJECTS

#### 1. Transforming Heritage Assets & Spaces.

LUF investment will renovate Canterbury's nationally important 11/12th century Norman Castle and Grade I listed former Poor Priest's Hospital via vital heritage preservation repairs and attraction improvements. It will also transform three major public realm based heritage settings - improve the Castle grounds and St George's Tower (setting for medieval bell tower) and create a new Westgate Square (for historic fortifications) supported by enhanced landscaping, feature lighting, planting, signage and seating .

The Castle will be recreated as a heritage destination - free and open to the public, delivering memorable, stimulating visual experiences (e.g. fully accessible ramp, mesh walkways, shallow reflecting pools, orientation point/s) and integrated into an attractive, city wide heritage cycling and walking route (Project 3). See visualisations and RIBA stage 2 document in Annex F from page 18.

With LUF support the poor condition of the Poor Priests' Hospital site would be addressed and the building safeguarded via vital works to the roof, chimney and external joinery (see Annex G for condition report). This will enable the Marlowe Theatre Trust to continue operating its 'Kit' project (e.g. creative/performing arts) to young people from the building while also forming part of a 'heritage restoration tourism' route giving public access to view the work and adding value to Project 3. LUF funded work represents the first phase towards a major redevelopment of the site (see Annex I for more details).

The Marlowe Theatre Trust has applied for (Heritage Lottery) funding to fully restore and transform the rest of the building and grounds into a regionally important Creative Learning Centre and permanent home for the 'Kit'. The Centre will provide the region's young people with opportunities to create and learn from industry professionals and the world class artists and companies who perform at the Marlowe Theatre. The building will become a major city attraction by restoring its unique Great Hall, chapel of St Mary and ancillary spaces to their medieval glory and interpreted for visitors through tours and

digital experiences.

Three heritage settings (Castle grounds and two public squares) will become high quality public spaces and excellent locations for new events and activities which safeguard and showcase the character and significance of their heritage assets. More details can be seen in the RIBA Stage 2 from page 44, the Visualisations and Landscape proposal documents in Annex F.

## 2: Creating a 'Green' Arrival Experience.

Key city arrival points will be revitalised, creating a quality public realm that is commensurate with Canterbury's status as a World Heritage Site. Three car parks (Castle Row, Longport and St Radigund's) and Canterbury Bus Station/St George's Lane area will deliver a positive welcome experience via visible improvements to orientation and landscaping (e.g. meeting space), green planting, lighting, signage, seating and new bus shelters as well as new EV charging, E-Bike docking points and bike facilities (e.g. secure storage) and connectivity to nearby features like the city walls. The eastern gateway to the city centre, notably St George's Street, will be rejuvenated as a critical artery connecting people to the city's commercial core. See Riba stage 2 and visualisation documents in Annex F.

## 3: Connecting our Heritage.

LUF investment would enhance multiple sites across the city centre. This includes nine city centre Story Gardens (notably Dane John and Aphra Behn Gardens), creating a green urban oasis separated from built up areas for either interaction (e.g. activities and events) or more intimate spaces to promote well-being and contemplation. These will be enhanced with new landscaping and planting, feature lighting, seating, signage and wayfinding and bike hire/storage. Heritage cycling and walking routes will connect people to the LUF projects (e.g. Castle), other heritage attractions (World Heritage Site) and the city's commercial area. Hidden stories and historic connections would be unlocked through an Augmented Reality app for smartphones triggered by sites across the city, an experience enhanced by wayfinding upgrades and improvements. More detail can be seen in Annex F in the Landscape and Riba Stage 2 documents.

A map showing the 3 projects can be found on page 8 of the delivery plan (annex E).

## DELIVERY & BENEFITS

LUF investment of c.£19.9 million is sought towards the total package costs of c.£22.7 million. The project is expected to deliver a range of outputs including the renovation of 1,835 sqm heritage space and creating or improving 4,013 linear metres of cycle/pedestrian routes and 60,938 sqm public realm including heritage settings, events spaces, green spaces, public facilities. The package would lead to total economic benefits valued at c.£70.95 million and a range of other benefits and positive impacts including potentially leveraging a further £7 million funding. The overall Benefit Cost Ratio (adjusted BCR) is 2.7:2

## ALIGNMENT AND COHERENCE

The package represents a coherent set of projects which are strongly aligned. Projects are designed to demonstrate clear, logical relationships between each other and collaborative in order to support attainment of objectives. In summary, project 1 improves heritage assets and upgrades settings that reinforce their character and distinctiveness. This is carried out in preparation for visitors' arrival. Project 2 welcomes visitors, giving them a positive experience of the city's public facilities/realm before orienting them to Canterbury's destination offer. Project 3 enhances people's journey through the physical spaces connecting them to improved heritage assets and wider attractions while heightening their digital and visual experience through history and storytelling.

The package comprises coherent projects that fit together well to achieve the bid objectives. These were identified and refined down from a longer list of project options due to their strong coherence with LUF investment priorities and fit with the long-term 'Connected Canterbury - Unlocking the Tales of

England' vision.

The whole would then become greater than the sum of its parts by addressing Canterbury's challenges in a comprehensive and holistic way, tackling a range of connected city problems and challenges, maximising opportunities and significantly improving outcomes overall and delivering a stronger, far more positive experience for visitors and residents.

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## **Provide a short description of the area where the investment will take place**

The LUF investment will take place in the city centre of Canterbury which forms part of the administrative District of Canterbury, located in east Kent within the south east region. Although its urban population is relatively small (65,330 in 2020) the city should be punching well above its weight. It is a historic, cathedral city of national significance, with an international reputation (e.g. UNESCO World Heritage Site) for heritage and tourism. This places it in a prestigious national group of cathedral cities that project UK Plc globally.

A strong strategic player within wider Kent, Canterbury is the major economic and service centre in East Kent drawing in workers reliant on its jobs, healthcare and education (e.g. four universities). Canterbury is a regionally significant shopping destination with a 'comparison' shopping catchment area population of circa. 1,000,000 people and it is pivotal to the District's future growth with at least 7,000 new homes (44% of district's housing need) to 2031 planned at Canterbury.

The LUF intervention area is largely coterminous with the remaining medieval city walls and/or ring road. For the LUF bid, this area will be referred to as the 'city centre'. It comprises the retail 'core' (e.g. High Street, Whitefriars Shopping Centre) and office based professional services as well as many other key attractions and amenities. Much of Canterbury's historic core is located in the city centre including part of the World Heritage Site as well as scheduled monuments and listed buildings together with parks and green spaces.

The locations of project 1 - Transforming Heritage Assets & Spaces include 3 sites: the Norman Castle/grounds, located off Castle Street, immediately adjacent to (south west) city walls, providing links with other buildings of historical importance; The former Poor Priests' Hospital, located at Nos 20A and 21A, Stour Street, just off High Street overlooking the River Stour and historic Greyfriars chapel and Franciscan gardens; St George's (Bell/Clock) Tower and Westgate squares. These 'book-end' the city centre's central artery/spine (i.e. High Street) with the Clock Tower located on St George's Street (south east part of city walls) and Westgate positioned at the end of St Peter's Street (north west part of city walls). Between these is the central High Street/Parade.

The locations of project 2 - Creating a 'Green' Arrival Experience includes the Canterbury Bus Station on St George's Lane at the south east entrance of the city centre. Castle Row (Castle Street/Castle Row) is one of two car parks adjoining the Castle and Dane John Gardens. The other two car parks (Longport and St Radigunds Street) lie just outside but adjacent to the city walls to the east and north respectively. St George's Street forms an important gateway into the city centre from the east.

The locations of project 3 - Connecting our Heritage include proposed 'heritage' routes and 'Story' gardens that are predominantly located within the city centre walls. However short stretches of proposed routes extend outside (e.g. along river) to ensure consistency and coherence with other proposed or existing cycling and walking infrastructure and connection to local communities.

A map showing the 3 projects can be found on page 8 of the delivery plan (annex E).

## Does your bid include any transport projects?

No

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### Provide location information

#### Location 1

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Enter location postcode CT1 1DU

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Enter location grid reference

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Percentage of bid invested at the location 3%

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Optional GIS file upload for the location Map Data.zip

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#### Location 2

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Enter location postcode CT1 2AA

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Enter location grid reference

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Percentage of bid invested at the location 7%

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Optional GIS file upload for the location Map Data.zip

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#### Location 3

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Enter location postcode CT1 2BL

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Enter location grid reference

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Percentage of bid invested at the location 6%

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Optional GIS file upload for the location

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#### Location 4

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Enter location postcode CT1 2HG

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Enter location grid reference

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Percentage of bid invested at the location 1%

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Optional GIS file upload for the location

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#### Location 5

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Enter location postcode CT1 2NZ

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Enter location grid reference

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Percentage of bid invested at 17%

the location

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Optional GIS file upload for the location

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**Location 6**

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Enter location postcode CT1 2PT

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Enter location grid reference

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Percentage of bid invested at the location 23%

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Optional GIS file upload for the location

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**Location 7**

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Enter location postcode CT1 2QS

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Enter location grid reference

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Percentage of bid invested at the location 9%

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Optional GIS file upload for the location

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**Location 8**

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Enter location postcode CT1 2RY

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Enter location grid reference

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Percentage of bid invested at the location 3%

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Optional GIS file upload for the location

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**Location 9**

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Enter location postcode CT1 2SY

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Enter location grid reference

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Percentage of bid invested at the location 22%

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Optional GIS file upload for the location

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**Location 10**

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Enter location postcode CT1 2TF

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Enter location grid reference

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Percentage of bid invested at the location 9%

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Optional GIS file upload for the location

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## Select the constituencies covered in the bid

### Constituency 1

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Constituency name	Canterbury
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Estimate the percentage of the bid invested in this constituency	100%
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## Select the local authorities covered in the bid

### Local Authority 1

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Local authority name	Canterbury
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Estimate the percentage of the bid invested in this local authority	100%
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## Sub-categories that are relevant to your investment

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Select one or more regeneration sub-categories that are relevant to your investment	Civic
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Select one or more cultural sub-categories that are relevant to your investment	Heritage buildings and sites
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Select one or more transport sub-categories that are relevant to your investment	EV Infrastructure Other Transport
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Describe other transport sub-category	Bike hire and infrastructure
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## Provide details of any applications made to other funding schemes for this same bid that are currently pending an outcome

N/A

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## Provide VAT number if applicable to your organisation

202 42 6905

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**Bidders are invited to outline how their bid will promote good community relations, help reduce disparities amongst different groups, or strengthen integration across the local community**

An Equalities Impact Assessment (EqIA) (see Annex E - Delivery Plan) has been prepared by the council to accompany the bid which will continue to be developed over the detailed design phase. It has four themes:

## INCLUSIVE DESIGN

Achieving 'Inclusivity through Accessibility' has been integral to the plans from the outset. Work on the designs has included consultation with CCC's Disability Advisory Panel. For example they helped to shape designs for shared space on the cycle route and wayfinding and advised on the use of materials to prevent glare for visually impaired people. In addition 'Accessibility' consultants have advised the council at all key design stages setting out challenges and potential solutions. This has ensured important consideration of physical, sensory and cognitive and neurodivergent accessibility to produce inclusive proposals that offer a range of specific design elements, features and facilities for disabled people.

## FREE AND OPEN TO EVERYONE

The LUF projects are conceived and designed to create experiences that can be enjoyed free of charge and are in locations that people like to be in and are very visible and easy for people to access. These will be available to everyone (e.g. people on low incomes, the disabled, young and old, digitally aware or not). The EqIA reinforces the importance of this 'free and accessible' approach.

## WIDENING ENGAGEMENT WITH HERITAGE AND CULTURE

We have included projects that will have exceptionally high popular appeal because of their diversity and connection to Canterbury's history and importance to the story of England. Canterbury residents will be able to enjoy them at least occasionally and a high proportion will enjoy them frequently.

## TACKLING LOW EARNINGS AND PRODUCTIVITY

The proposals will build on the city's existing (but challenged and underdeveloped) strengths which include heritage, tourism, retail and hospitality. The proposals aim to raise the quality of the city's visitor proposition, enabling it to become an all year round destination, more effectively driven by a high quality, internationally prestigious heritage and culture offer. Higher spending, greater productivity and value added gains would be derived from revitalising its strengths. More rewarding, career oriented and well remunerated jobs will be created across the local economy. The perception of retail & hospitality as an industry of low pay, casual, part time and seasonal labour activity and limited career aspiration can be more effectively tackled. Therefore our plans for heritage-led regeneration, working alongside other local economic interventions (through the District's new Local Plan 2040), will aim to help reduce disparities in earnings and productivity between Canterbury and national levels.

Projects 1 and 2: Transforming Heritage Assets & Spaces and Creating a Green Arrival Experience

Current facilities for disabled people to enjoy city centre green spaces and to use the Bus Station are limited while public access is constrained or inadequate at the Castle and Poor Priests' Hospital. The proposals therefore include ramped and stepped access, sheltered/quieter spaces, appropriate seating/resting sites (e.g. in 'Story' gardens), tactile paving/kerbing and sympathetic signage and wayfinding. Investments will create 'free to enjoy' experiences of local heritage in spaces designed to improve health and wellbeing.

We will also capitalise on the opportunity LUF presents to widen the appeal of the city's heritage/ culture and engage residents (and visitors) with these. This will be achieved against:

Engagement plans - An Audience Engagement Plan is developed for the Castle (see Annex H) while the Marlowe Theatre Trust is highly experienced in engaging different groups of people. It uses its Learning and Participation, Skills, Audience Development and diversity strategies to support its 'Kit'

project, which is based in the former Poor Priests' Hospital;

Experience of successful local case studies. The Marlowe Theatre Trust 'Kit' project engages young adults and children including schools from socio-economically disadvantaged and ethnically diverse areas. One local level evaluation found that 90% of people felt an increased sense of pride in their local area as a result of their participation in the 'Kit' project. This provides clear evidence that engagement with heritage and culture leads to enhanced civic pride and community cohesion. (Source: Pioneering Places East Kent, 2021);

Creation of volunteering opportunities. In a small city with circa. 20,000 university students living locally in Canterbury while studying, there are typically challenges between residents and young adults. To help promote stronger community relations we intend to make optimum use of Canterbury College and three of the city's universities' student volunteering programmes. This enables young people to give something positive back to the community by volunteering while developing their own skills and practical experience; and

Innovative technology (i.e. Augmented Reality app). This will improve the appeal of heritage to young people. Evidence nationally suggests engagement in heritage has flatlined over the last 15 years (Source: Department for Culture, Media and Sport, Heritage - Taking Part Survey 2019/20) with 16-24 year olds the lowest engagers. This has been in part due to the sector's slow take up of technology to encourage digital participation beyond looking up basic information such as opening times/travel etc.

Project 3: Connecting our Heritage.

The proposed cycling/walking routes help strengthen integration by connecting local communities to the proposed interventions. For example our scheme will align to an Active Travel (AT Tranche 2) initiative from the east of Canterbury (A257 Littlebourne Road) which links both new communities (500 homes at former Howe Barracks site) and existing (Spring Lane/Querns - an area with socio-economic deprivation challenges) to the city centre. The proposed heritage route/s will extend the Active Travel funded section by taking people through the city centre towards the River Stour and associated routes and heritage assets and spaces.

More generally interventions are targeted in the city centre (within the old city walls) which allows people, especially those with limited mobility to experience a range of sites and attractions in a clear, coordinated and efficient way.

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**Is the support provided by a 'public authority' and does the support constitute a financial (or in kind) contribution such as a grant, loan or guarantee?**

Yes

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**Does the support measure confer an economic advantage on one or more economic actors?**

Yes

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**Provide further information supporting your answer**

Poor Priests Hospital

The support measure will be to fund the extensive repair works needed to this Grade 1 listed building, owned by CCC, to allow more public access to the building. This is an obligation that CCC has as the owner and lessor. The costs of the necessary repair works is currently estimated to be £1.2 million.

The building is currently being leased to Marlowe Trust (a registered charitable company) for use for cultural purposes relating to a youth theatre (known as the Marlowe Kit) and the cost of the repairs would fall upon CCC under the

terms of the lease.

Marlowe Trust have indicated that should the repairs to the building be undertaken with LUF funding, they will look to remain as Lessees and create a café within the building. Such costs would not be supported by the LUF funding and, in any event, the café would operate very much on the basis of the principle of ancillarity with it intrinsically linked to the non-economic youth theatre use of the facility by Marlowe Kit. It is not believed this would impact on the categorisation of the core functions of Marlowe Kit in utilising the facility as being non- economic in nature.

In addition, the support measure would not confer an economic advantage on Marlowe Kit even if it were an economic actor, as the relevant costs relate to external repairs to the property needed to be undertaken to maintain the property and enable it to be more accessible to the public. Such costs are the responsibility of the landlord/CCC rather than the tenant.

#### Bus station improvements

This is singled out from the other green arrival points which are public car parks owned by CCC with the bus station owned by Stagecoach, a private company.

The plan for the bus station is to improve the public realm for all users of the area including non Stagecoach owned land which includes visitors to the city who alight in the area from coaches, buses and taxis which are not operated by Stagecoach, plus those arriving on foot from the city wall a scheduled monument.

While enhancements to the Stagecoach elements of the site may bring some efficiencies to Stagecoach's operation that is not the intended purpose of the proposals.

The work to the bus station is also intended to improve the experience for bus users, typically the most vulnerable members of the community, and in particular those with people with health conditions or impairments who have reported that the current waiting area is difficult for them.

It is the busiest bus station in Kent and is currently at capacity on a very constrained side bounded by a historic monument on one side and surrounded by roads. The plans aim to mitigate these issues and provide more room for bus users but also provide a link to other forms of transport by providing bike hire and storage, rather than provide any specific economic benefit to Stagecoach. Greater take up of public transport including bikes and buses is crucial to reducing the number of cars on the road and part of CCC's Air Quality Management Zone's objectives is to encourage more residents to use public transport

Costs are estimated to be £835,000. Stagecoach have confirmed that this is a challenging time for them financially post pandemic and they have limited funding to undertake any improvements at the bus station and as such are unable to finance such works which move well beyond the purely operational and includes facilities for cyclists as well as bus users.

The support measure, whilst in theory benefiting Stagecoach as the owner of the site, will operate to enhance a vital piece of local infrastructure in terms of accessibility and overall experience that would bring benefits to the city by improving the public space and meeting air quality objectives by encouraging travelling by bus.

#### Charging points for electric vehicles

These may have potential to benefit an economic actor in terms of the operator/installing entity and the costs associated with the equipment itself (and installation) that will be met via the LUF funding. These will be operated by a service and maintenance contract (which will be subject to an open and competitive procurement process or, if available the authority may use a framework) in order to award a contract to a third party company who would install, repair and maintain the charging points and receive any income generated although they are not expected to make any profit for several years.

The costs of this element of the proposals are £423,000.

While installation and operation of the charge points is economic activity it is consistent with the objective to encourage electric car take-up to replace the use and ownership of diesel and petrol vehicles. End users (who could be economic actors but are likely to predominantly be individuals in terms of personal vehicle use) will pay market rate tariffs and thus even if economic actors were to use the charge points they would not receive an economic advantage over others.

Enablement of a cycle hire scheme

The costs of this element are up to £338,450. This may have potential to benefit an economic actor in terms of the operator/installing entity and the costs associated with the equipment itself (and installation) that will be met via the LUF funding.

This will be operated by a service and maintenance contract (which will be subject to an open and competitive procurement process or, if available the authority may use a framework) in order to award a contract to a third party company who would install, repair and maintain the docked cycle hire scheme and receive any income generated although they may not make any profit initially.

While installation and operation of the cycle scheme is economic activity it is consistent with the objective to reduce car usage in order to improve air quality and work toward carbon targets.

End users (who could be economic actors but are likely to predominantly be individuals in terms of personal vehicle use) will pay market rate tariffs and thus even if economic actors were to use the charge points they would not receive an economic advantage over others.

The following elements; Canterbury Castle, Story Gardens and City Trails, Westgate Square and green arrival points based in CCC owned car parks; are not considered to entail funding of economic activity as they predominantly relate to open space for the public, buildings owned by the authority need to be repaired and so they are open to the public and preserved for future generations by CCC, with the meeting of such costs based on obligations that fall on CCC and thus are at CCC's expense.

Based on such costs relating to general infrastructure and activities open to all it is not considered they relate to economic activity. Any minor elements of economic activity (if any) are considered to operate in line with the principle of ancillarity in that they would be very small scale and would be intrinsically linked to the core non-economic nature of these elements.

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**Is the support measure specific insofar as it benefits, as a matter of law or fact, certain economic actors over others in relation to the production of certain goods or services?**

Yes

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**Provide further information supporting your answer**

Poor Priests Hospital

The LUF funding would be used entirely to repair the historic building and would not benefit the current leasee (a charitable company) as such repair obligations do not under the lease terms fall to the tenant. The repairs to the building are the responsibility of CCC as the landlord.

The tenant (Marlowe Trust), in any event is not considered to be an economic actor in terms of their occupation of the site, being part of a charitable trust with the use relating to a youth theatre. If they remain as a tenant on the site post any LUF funded works the Marlowe Trust have indicated that they will attempt to obtain further funding to create a café within the building. Whilst notionally economic in nature, no LUF funding will be applied to such costs

and the operation of the café is considered to be purely ancillary to their core non-economic function as a youth theatre and thus would not impact on their designation as not amounting to an economic actor.

#### Bus station improvements

While the improvements to the bus station will possibly bring the benefit to the owner (in the form of Stagecoach) in that it will have the potential to encouraging more bus users, the proposed funded works predominantly relate to making the space more accessible to members of the public and to enhancing what may be the first impression of the city for visitors. It would also contribute to improving air quality in the area and to net zero carbon aims by encouraging more people to travel by bus and providing a bike hub. These wider public benefits will only be achieved through public support as such measures would not be required to be undertaken by Stagecoach nor are Stagecoach prepared to undertake them voluntarily.

#### Electric Vehicle (EV) charging points

By funding Electric Vehicle (EV) charging points a single private sector actor could potentially benefit. The support measure would enable the authority to procure a services and maintenance contract in order to arrange installation and maintenance of these points. There will be a benefit to the operator of the charging points via a service and maintenance contract who will receive any profits, but any such services and maintenance contract will be subject to an open and competitive appointment process/call off under a Framework Agreement and potentially the authority. However, it could take several years before there is any profit for the private sector and they would also be responsible for maintaining and repairing these at their own risk. A greater benefit will accrue to society as EV take-up will be encouraged and increased.

#### Cycle hire scheme

By funding the enablement of a cycle hire scheme a single private sector actor could potentially benefit. The support measure would enable the authority to procure a services and maintenance contract in order to arrange installation and maintenance of these points. There will be a benefit to the operator of the charging points via a service and maintenance contract who will receive any profits, but any such services and maintenance contract will be subject to an open and competitive appointment process/call off under a Framework Agreement and potentially the authority. However, it could take some time before there is any profit for the private sector and they would also be responsible for maintaining and repairing these at their own risk. A greater benefit will accrue to society as cycling take-up will be encouraged and increased.

The remaining activities (public realm improvements and heritage restoration) would improve public spaces which will be open to all on non-discriminatory terms. Such activities are not considered to be economic. Whilst indirectly there could be downstream benefits to economic actors these would not be specific in nature.

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## Does the support measure have the potential to cause a distortion in or harm to competition, trade or investment?

Yes

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### Provide further information supporting your answer

Poor Priests Hospital

The LUF funding would enable vital repairs to the external building to be undertaken in accordance with the CCC's responsibilities as owner/landlord and thus is not considered to operate to provide any economic advantage.

#### Bus station improvements

There are other bus operators in the city, National Express and Regent Coaches, though they offer a different type of service, both are based directly

adjacent to the bus station and their bus/coaches service should also indirectly benefit from the wider public realm works taking place in that area.

There are significant public benefits arising from the proposals to improve the public realm and encourage more bus travel which will improve the air quality for the city residents. Any distortion of competition trade or investment is considered to be marginal at best, with no obligation on Stagecoach to undertake such works and the nature of the works being for the overall benefit of the city as a whole (which would not be achieved in the absence of public funding). Thus is not considered to operate to provide any economic advantage.

#### Charging points for electric vehicles

Any such distortion would be minimal at best and linked to the capex rather than opex element. This is on the basis that the services and maintenance contract to operate charging points for electric vehicles will be chosen following a tender/usage of a framework which was open to other potential tenderers. End users are likely to be predominately individuals rather than enterprises and in any event market rate tariffs will be applied to such end use.

#### Bike hire scheme

Any such distortion would be minimal at best and linked to the capex rather than opex element. This is on the basis that the services and maintenance contract to operate charging points for electric vehicles will be chosen following a tender/usage of a framework which was open to other potential tenderers. End users are likely to be predominately individuals rather than enterprises and in any event market rate tariffs will be applied to such end use.

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## Public policy objective principle

### Demonstrate below how your bid meets this principle

#### Electric Vehicle Charging points

The authority has a clear policy objective to increase the take-up of zero emission vehicles across the District by providing sufficient charging infrastructure to align with Government's 'Road to Zero' strategy targets (Electric Vehicle and Infrastructure Strategy, 2021-30) This supports wider strategic transport and environmental priorities in the authority's 's Climate Change Action Plan (2020-2030) and District Transport Plan, 2016-2031.

The provision of EV chargers is considered a market failure as there is a disconnect in terms of uptake of electric vehicles and the environmental benefits that they bring and availability of charge points particularly for those without the ability to place points on their properties. The lack of charge points leads to resistance in purchasing electric vehicles and in turn a lack of incentive for the market to deliver public space/on street charge points. Addressing this by publicly funding the installation of public access charge points benefits society as a whole with it encouraging electric vehicle use which in turn will encourage private sector engagement in the longer term. The authority cannot fund this infrastructure therefore seeks LUF support alongside local electric vehicle infrastructure funding (LEVI) to help leverage private sector involvement in its operation/delivery.

#### Cycle Hire

The authority has a clear policy objective to increase the take-up of cycling as set out in the emerging Local Plan and the strategic transport and environmental priorities in the authority's Climate Change Action Plan (2020-2030) and District Transport Plan, 2016-2031.

The recent contested e scooter trail has shown that there is an unmet demand for an on demand form of self guided transport, however it also showed that undocked systems are not suitable for a congested mediaeval city. The docked system which this project intends to enable has significantly greater infrastructure costs associated with it. Addressing this by publicly funding the capital costs of a docked system benefits society as a whole, encouraging

the use of appropriate on demand low impact transport which will in turn encourage private sector engagement in the longer term. The authority cannot fund this infrastructure therefore seeks LUF support.

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## Proportionate and limited principle

### Demonstrate below how your bid meets this principle

#### Charging Points for electric vehicles

The authority's Electric Vehicle and Infrastructure Strategy (2021-30) prioritises 'Action 5' to identify and find funding for EV charging infrastructure. It has a clear, well evidenced, delivery plan, underpinned by sector research of the costs of installing EV chargers including how much external funding is required. The proposed new sites for charging points have been assessed as being easily accessible to encourage the switch to EV and the number identified and resulting costs are proportionate and necessary. Works will be subject to compliance with existing public procurement rules and any authority standing orders (and value for money obligations) as are applicable.

#### Cycle Hire scheme

The authority's Canterbury Air Quality Action Plan clearly identifies the need to improve cycle infrastructure (measure C5) and to promote travel alternatives including cycle hire (measure A3).

The proposed new sites for docked cycle hire have been assessed as being easily accessible to encourage the use of cycling and the number identified and resulting costs are proportionate and necessary. Works will be subject to compliance with existing public procurement rules and any authority standing orders (and value for money obligations) as are applicable.

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## Change of economic behaviour principle

### Demonstrate below how your bid meets this principle

Both elements (EV charge points and the cycle hire scheme) will bring improvements to public spaces and improved air quality.

The subsidy would address market failure in providing EV charging infrastructure. LUF funding would enable a private sector actor to operate and maintain them. The subsidy would operate to address a lack of interest from the private sector in putting in place public access charge points in the area and the disincentive this causes in terms of people switching to EV. The authority by installing the EV will take away the pinch point in terms of the installation costs and thus will operate to change economic behaviour on their part in terms of operation of EV charge points. This in turn would encourage take up of EVs (with better access to public charge points) and with that create an incentive for the private sector to invest. The authority's investment would operate to, in effect, kick-start the market which has stalled due to investment costs. This in turn will operate to fuel the change from petrol/diesel to electric vehicles.

#### Cycle hire

LUF funding would enable a private sector actor to operate and maintain a docked cycle hire scheme. The subsidy would operate to address a lack of interest from the private sector in putting in place docked cycle hire hubs and the disincentive this causes in terms of people switching from their cars to cycles.

The authority by enabling the hire scheme will take away the pinch point in terms of the installation costs. This in turn would encourage take up of cycling and with that create an incentive for the private sector to invest. The authority's investment would operate to, in effect, kick-start the market which has stalled due to investment costs.

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## Compensation of costs otherwise funded by beneficiary principle

### Demonstrate below how your bid meets this principle

#### EV charging infrastructure

Given the prohibitively high up-front costs of EV charging infrastructure (e.g. the chargers plus installation), it would not be viable for the beneficiary or the authority to provide this infrastructure.

The market failure that LUF support is seeking to address in terms of installation of public access charge points is that the private sector is unable or unwilling to meet such costs and will only invest in operation of charge points where the capital costs of the points has been met. In the absence of these costs being met, the market failure the funding seeks to address, will continue and the wider societal benefits linked to increased EV use in the area may be lost.

#### Cycle hire scheme

Given the prohibitively high up-front costs of setting up a docked cycle hire scheme (e.g. the installation of specialist docks and bicycles), it would not be viable for the beneficiary or the authority to provide this infrastructure.

The market failure that LUF support is seeking to address in terms of installation of a docked cycle hire scheme is that the private sector is unable or unwilling to meet such costs and will only invest in operation of docked cycle hire where the capital costs has been met. In the absence of these costs being met, the market failure the funding seeks to address, will continue and the wider societal benefits linked to increased cycling in the area may be lost.

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## Appropriate policy instrument principle

### Demonstrate below how your bid meets this principle

Given CCC's challenging financial position there are no plans to fund the capital costs of these projects. These works required do not for example feature in its current capital programme.

The proposed intervention is designed to meet the EV charging infrastructure policy. It clearly identifies undelivered sites in Canterbury that the subsidy would address. Research has determined the costs of these relate to the most optimum sites for charge points to be located. Alternative options, such as delivering fewer or different sites (the latter at potentially greater cost) are likely to fail to achieve the objective of the funding for this element of the bid.

The fact that the private sector is unwilling to investment is the charge points (resulting in the market failure) and the appointment by way of a services and maintenance contract arrangement based on compliance with existing public procurement rules and any authority standing orders and value for money obligations (as are applicable) is considered to further minimise any distortive effects.

#### Cycle Hire

The proposed intervention is designed to address the measures set out in the Canterbury Air Quality Management Area Action Plan. It clearly identifies undelivered sites in Canterbury that the subsidy would address. Research has determined the costs of these relate to the most optimum sites for charge points to be located. Alternative options, such as delivering fewer or different sites (the latter at potentially greater cost) are likely to fail to achieve the objective of the funding for this element of the bid.

The fact that the private sector is unwilling to investment is the charge points (resulting in the market failure) and the appointment by way of a services and maintenance contract arrangement based on compliance with existing public procurement rules and any authority standing orders and value for money obligations (as are applicable) is considered to further minimise any distortive effects.

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## Competition and investment principle

### Demonstrate below how your bid meets this principle

Charging Points for electric vehicles and bike hire scheme

There are no anticipated negative effects on competition or investment from the above projects.

Neither CCC or the private sector is willing or able to invest in this way and the benefits are largely to the wider community including reducing car use and the lowering of emissions and reduction of congestion this brings to the city centre.

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## Net positive effects principle

### Demonstrate below how your bid meets this principle

Charging Points for electric vehicles and bike hire scheme

No significant negative effect on trade or investments is anticipated.

It is intended that the positive contributions to public space will encourage people to hire bikes rather than drive and that the charging infrastructure will encourage people to switch to electric vehicles. There would be a benefit to society and would help the district to attain strategic low carbon and environmental objectives and deliver wider qualitative benefits to the locality and community.

The policy objective of improving air quality far outweighs any potential issues and offers a separate benefit to the community due to reduction in noise pollution. The works would also improve the city's reputation and image.

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## Will you be disbursing the funds as a potential subsidy to third parties?

No

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## Has an MP given formal priority support for this bid?

Yes

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**Full name of MP** Rosie Duffield

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**MP's constituency** Canterbury

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**Upload pro forma 6** Canterbury LUF Proforma 6 - MP Support.pdf

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## Describe what engagement you have undertaken with local relevant stakeholders. How has this informed your bid and what support do you have from them?

In shaping our LUF bid, the city council has undertaken extensive engagement with a wide range of stakeholders, partners, businesses and local residents. The four most important elements comprise:

1. PRE-LUF COMMUNITY CONSULTATION (FOR NEW CANTERBURY DISTRICT LOCAL PLAN, 2040)

This captured the views of residents, community organisations and businesses and business organisations. 80% of respondents (commenting on Canterbury) from an exercise comprising 9,000 comments expressed a range of concerns about the city centre. The strongest views described the centre as "dirty",

“shabby”, “neglected”, “soulless”, “dying” and “depressing”. Three of the local community’s greatest priorities are:

- \* Tackling the city’s unwelcoming and deteriorating and neglected visual appearance, vacant spaces and anti-social behaviour - highlighting St George’s Street, Westgate and Dane John Gardens;
- \* Addressing the poor condition and underuse of heritage sites by investing in, preserving and sites like Canterbury Castle; and
- \* Making the centre more pedestrian and cycle friendly by improving walking/bike routes

(Source: Canterbury City Council, 2020b). Also see consultation summary in Annex K.

## 2. PROJECT PARTNERS AND STAKEHOLDERS

A range of different interests and organisations have shaped the proposals including:

- \* The local MP (Rose Duffield) who strongly supports the package bid (see Proforma 6);
- \* Tales of England stakeholder group - comprising business groups (e.g. Canterbury Business Improvement District), educational and cultural agencies (e.g. universities, Visit Kent, Marlowe);
- \* Local ward and county councillors - politicians (cross party) have provided input, support for bid resources and approved the package (see Annex L - CCC Cabinet, 13 June 2022). Their participation and local knowledge is invaluable in networking and engaging with community groups;
- \* ‘Mission critical’ stakeholders - Historic England, Kent County Council and public transport providers have informed proposals and risk plans, identified required authorisations;
- \* Other stakeholder organisations - English Heritage, Canterbury Cathedral, World Heritage Site Committee have helped to manage the sensitivities and complexities associated with built heritage;
- \* Technicians - A cross-disciplinary team of consultants and designers has informed, shaped and refined the proposals to ensure best fit against objectives, budget and deliverability including:
  - \* Architecture, landscape and lighting;
  - \* Transport, way-finding and accessibility;
  - \* Sustainability;
  - \* Civil engineering and structure; and
  - \* Cost and economic appraisal/assessment.

Council officers - for example helped architects design out anti-social behaviour vulnerabilities from buildings and public realm activities;

- \* In-depth ‘stakeholder’ workshops - these were held (May 2022) to help finalise a preferred set of heritage routes, ‘story’ gardens and public square components based on earlier consultation and input; and
- \* 15 letters of support - this demonstrates a strong level of stakeholder input and support for the package bid (see Annex D).

## 3. ENGAGEMENT WITH LOCAL RESIDENTS AND BUSINESSES

The wider community had considered and engaged with the LUF proposals in several ways:

Public consultation on LUF investment priorities and ideas (October-November 2021)

An online survey was published on the council’s website and promoted via social media channels and local press while written consultation responses via email and letter were also welcomed. An accompanying consultation note explained the high level project ideas. All ‘stakeholders’ were contacted directly. The key results/conclusions (from 333 responses) showed:

- \* 83% of respondents support a Canterbury Castle restoration;
- \* 78% support improvements to Dane John Gardens; and
- \* 62% support creation of ‘story’ gardens.

## Dedicated meetings

Meetings were held between the city council (and design team) with businesses and business organisations like the Canterbury BID and Visit Kent, with 'Friends of.....' groups (e.g. Dane John Gardens, Castle, Riverside) and civic societies such as Canterbury Society and Commemoration Society Residents' associations

This engagement with residents and businesses resulted in:

- \* Strong rationale achieved for developing proposals' around agreed ideas and priorities;
- \* Development of heritage routes and accompanying historic stories, which were then included in the proposals; and
- \* In principle agreement to support delivery of the proposals using their marketing/destination plans (e.g. BID) and designing programmes of activity to maximise the impact of LUF investment as well as working with volunteers (e.g. Castle)

## 4. ENGAGING PEOPLE WITH DISABILITY OR ACCESSIBILITY ISSUES AND HARDER TO REACH GROUPS

An Equalities statement is set out in Part 4. To support this bid this refers to:

- \* An Equalities Impact Assessment (EqIA);
- \* Consultation with the council's Disability Advisory Panel; and
- \* Use of 'Accessibility' consultants to help ensure the interventions meet a range of needs.

In addition the Marlowe Theatre Trust has consulted with young people and children participants of its 'Kit' project about the restoration plans for the Poor Priests' Hospital site as part of three open days (2021) involving interviews and creative group work; and case study evaluating 'Kit' project outcomes following delivery of 'Great Places Scheme' (see Annex G - Marlowe Kit - Pioneering Places).

These exercises concluded that:

- \* 75% of children and young participants were 'excited' about the building's potential restoration;
- \* The 'Kit' project's historic setting in this building is 'inspirational' in bringing heritage to life; and
- \* People felt a strong 'attachment' to the site/project and 'connection' between this and 'learning'.

## 5. Continuous engagement

Our Delivery Plan (Annex E) sets out a comprehensive approach to ensuring continuous opportunities for the community and stakeholders to engage with LUF projects at a detailed level. The plan explains what we would intend to achieve from this engagement and the means and methods by which it would be carried out.

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## Has your proposal faced any opposition?

There is no known 'in principle' opposition to the projects that could severely undermine or jeopardise their delivery, to this point. Neither are there organised groups campaigning against them. On the contrary the local community are keen to see progress take place as soon as possible recognising that regeneration momentum has been lost due to the pandemic and other factors.

We have sought to prevent the potential for 'in principle' opposition by selecting the best projects and where objections have arisen, addressed these.

We have used the stakeholder engagement and 'options review/appraisal' process to refine preferred projects/components down to those of 'best fit'. Sensitive and/or difficult projects were removed in order to minimise opposition

or other problems from occurring later. For instance, feedback from Historic England regarding an idea to 'green' the city walls with pollinator planting, while having merit in terms of aesthetics and positive environmental/ecological effects and fit with LUF, was discarded due to concerns about adverse impacts to the walls' structural integrity. Also public objections were raised to a potential skatepark idea for one of the 'story' gardens, which was also discarded.

Any objections to matters of 'detail' have been addressed. For example the principle to improve St George's Street was strongly supported. However two elements (the relocation of the market and the removal of trees) were objected to. In response a compromise was found with the street traders, while designs have been adapted to incorporate the trees. Where any further potential concerns may arise the city council is committed to working closely with relevant stakeholders to mitigate these.

In summary the package of projects has the strong endorsement of the MP, cross party support from the council while local heritage and civic groups are also on board, eager to support delivery and want to see these interventions get underway.

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## Do you have statutory responsibility for the delivery of all aspects of the bid?

No

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## Which parts of the project do you not have statutory responsibility for?

The highway elements.

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## Who is the relevant responsible authority?

Kent County Council

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## Support/consent of the relevant responsible authority

Do you have the support/consent of the relevant responsible authority?

Yes

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Pro forma upload (if required)

Proforma 1 - Highway Authority Support - Canterbury (1).pdf

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## Provide evidence of the local challenges / barriers to growth and context that the bid is seeking to respond to

Four core challenges to growth would be addressed by three planned projects. Together these provide a strong and compelling 'Strategic' case for LUF investment in Canterbury. Annex I provides detailed analysis and evidence sources. To summarise:

### THE CHALLENGES

1. A struggling retail and hospitality sector.

Canterbury has a large retail and visitor economy, especially focused on the city centre. However, it experienced significant falls in sector output during the pandemic, experiencing:

- \* 71% drop in visitor spending between 2019 and 2020; and
- \* 14% fall in city retail and hospitality jobs in one year (2019-20), a rate exceeding county, regional and GB levels.

The impact on the city has been severe with Canterbury facing:

- \* Significantly lower high street footfall (-41%) from pre-pandemic levels;
- \* Plunging retail rents (-21%) between 2018 and 2021; and
- \* 17.5% vacancy rate along the high street in February 2022 (city average is 11%).

## 2. A 'left behind' visitor destination

Canterbury has fallen behind 'peer' destinations. It was losing international tourists (-10% between 2010-2019) and had fallen well behind the UK's 18 major historic destinations even before tourist numbers collapsed through the pandemic.

International tourists report consistently low levels of 'satisfaction'. Canterbury was consistently rated within the lowest performing 20 English destinations for international visitor satisfaction and/or below the national average for British destinations between 2014 and 2019.

The length of visitor stays and spending, including for (higher-value) overseas visitors has fallen.

Canterbury's retail and tourism offer has become 'low value'. GVA levels in Canterbury were -24% below the national average (2019) while earnings were -6% (resident) and -15% (workplace) below national levels in 2021.

## 3. Canterbury's built heritage in a poor condition and underutilised

Two Canterbury heritage sites of national importance are degrading badly:

Its 11th/12th century Norman Castle - a scheduled ancient monument (one of the three original Royal castles of Kent), is closed to the public and its great stone towers are at risk of falling into ruin; and the condition of the 12th century (Grade I) listed former Poor Priests Hospital is rapidly deteriorating and at risk of closure without significant repairs (see Annexes G, H and I for context).

Also public realm settings across the city fail to match the significance of Canterbury heritage sites that have been integral to the historic 'Story' of England.

## 4. An erosion of 'pride in place'

In one major public consultation (to inform the Local Plan 2040) 80% of respondents (commenting on Canterbury) identified one or more of these LUF challenges as their no.1. 'town centre' related concern. Some describe the city centre as "dirty", "shabby", "neglected", "soulless", "dying" and "depressing". Proposed LUF intervention sites (heritage sites/settings like Dane John Gardens, Castle) are 'hotspots' for resident concerns about ASB/crime notably drug use/dealing, vandalism, robbery and unauthorised rough sleeping. ASB data for Westgate ward (the city centre area) showed +54% increase in arson and criminal damage offences compared to last full year.

## OUR INTERVENTIONS

### Project 1: Transforming our Heritage Assets and Spaces.

Renovate (via repairs and preservation) Canterbury Castle/grounds and the former Poor Priests' Hospital while revitalising two degraded city centre spaces as public squares; and recreating key heritage assets as memorable, stimulating, free to enter, accessible attractions.

This will halt assets' (and their settings) physical decay, preserving nationally important built heritage, meeting residents' priorities. It will enable further restoration of Poor Priests' Hospital into a Creative Skills Centre and major visitor attraction.

### Project 2: Creating a 'Green' Arrival Experience

Create public arrival, welcome points by improving car parks and the Bus Station; and delivering an exemplary visitor experience via excellent orientation to heritage and attractions.

This will rejuvenate degraded public realm and facilities, creating settings commensurate with Canterbury's status as a World Heritage Site and support air quality priorities (e.g. EV charging points).

Project 3: Connecting our Heritage.

Completing the LUF package by connecting people to our improved cultural and heritage assets and green spaces via new heritage based cycling and walking routes; and combining hidden heritage and new immersive (i.e. augmented reality) experiences with cycling and walking, to connect with new audiences;

This will restore pride in place as residents see the city's infrastructure transformed.

ALSO SUPPORTING THE BID

Annex I also provides additional information on:

- \* Context - research and strategies illustrating visitor market opportunities and resident priorities;
  - \* How delivery will be supported - i.e. destination marketing plans, visitor strategy, alignment with other funding/ projects and our track record of delivery (e.g. major heritage and culture-led regeneration projects)
  - \* How we will attract visitors - e.g. to the Castle;
  - \* Lessons learned - links to case studies and best practice from other relevant projects; and
  - \* Five key reasons which demonstrate why Canterbury's LUF proposals are unique.
- 

## **Explain why Government investment is needed (what is the market failure)**

Several examples of market barriers and failures are present:

Inequality of market outcome

Market failure has resulted from a pandemic induced curtailment of economic activity. These economic shocks had a disproportionately adverse impact on Canterbury's retail and visitor economy, evidenced by sharp falls in output and jobs. This undermines the council's own financial position, diminishing its capacity to reinvest in the city's public realm.

LUF investment would focus on improving the distribution of market outcomes for economic actors badly affected by the pandemic, ensuring future outcomes are not undermined by the activities of the present. Interventions will deliver improved local economic conditions, assets and infrastructure which can help to support the city's ability to achieve a resilient and sustainable economic recovery and future proof Canterbury against potential threats.

Imperfect/incomplete information/information asymmetries

Despite plentiful resources (i.e. heritage assets) Canterbury's destination offer is under-developed and the city underperforming. Historical information, vital to promoting heritage assets, is poorly collated, configured, curated, connected and interpreted so visitors do not have access to valuable information about the city's offer and therefore are unable to fully assess its quality. Imperfect and incomplete information impedes informed visitor choices meaning assets are underused (in market terms) while users are unable to fully benefit from heritage interactions. When people are making suboptimal decisions based on imperfect information this is a barrier to economic activity and a market inefficiency.

LUF investment would address this by improving access to heritage assets and correcting information failures by showcasing assets' quality through

digitally-led interpretation. A more efficient market means people will be equipped to make decisions that lead them to consuming additional goods and services resulting in local economic trade gains.

#### Public goods (place making)

Key Canterbury public realm and streetscape spaces are public goods. These rely on public sector reinvestment as private actors are unable to supply them for a profit. The bid presents evidence of failures to provide an environment conducive to economic vitality and resident satisfaction. Without intervention public goods would be under-provided resulting in sub-optimal economic outcomes.

The LUF package would allow delivery of a transformational set of interventions that together, maximise the potential economic and social value of these public spaces.

#### Public goods (heritage)

The Canterbury Castle and Poor Priests' Hospital present 'public good' characteristics via:

\* 'non-rival' characteristics - the benefit per person from an increase in the good does not decline as more people consume it; and

\* 'non-excludable' characteristics - providing it for one means providing it for many, whether they pay or not. Both its owner, but also wider society (e.g. living environment) benefit from them.

The council has a duty to maintain its heritage assets but repair costs are a fundamental barrier to optimum social and economic reuse. Without intervention one asset will not be reopened and another is at risk of closure. Those results would exclude society from fully benefiting from access to these heritage assets and lead to poorer outcomes overall.

LUF support would renovate (repair and preserve) heritage sites, enabling further restoration and repurposing as publically accessible (i.e. free to enter) attractions and assets.

#### Positive externalities

Public Electric Vehicle charging infrastructure is typically associated with market failures/ barriers. Its benefits to society as a whole exceed those to individuals, and along with high upfront costs, means this is undersupplied by the market. The council is also unable to fund this.

LUF support would deliver EV infrastructure in identified city locations as part of a District network.

The totality of the LUF intervention package would help address these barriers and improve market efficiency.

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## **Explain what you are proposing to invest in and why the proposed interventions in the bid will address those challenges and barriers**

This summary explains the projects and summarises why these were selected (see Annex L - Package Development Process); and demonstrates how these will address the city's challenges (see Annex J - LUF Interventions - Addressing the Challenges).

### PROJECTS AND RATIONALE

#### Project 1: Transforming Heritage Assets & Spaces.

Preserve and reopen the 11th century Canterbury Castle to the public, installing supporting events infrastructure including landscaping, lighting and signage. The Castle/grounds would become a revitalised attraction and catalyst for increased footfall and events, boosting Canterbury's heritage offer and public pride.



Renovate the former Poor Priests' Hospital via essential repairs to high priority listed features (e.g. roof, walls, joinery). With LUF investment the building can be safeguarded providing a continued home for the Marlowe Theatre's 'Kit' project. The site would also be integrated into proposed 'urban heritage' routes which will unlock its hidden history. This work represents the first phase of a major redevelopment of the site into a new Learning Centre and heritage destination.

Create two civic 'squares' (Westgate/St George's Clocktower) via landscaping and infrastructure for events to support new economic activity. These heritage settings would be transformed from shabby, unappealing and underused areas into attractive public zones.

Rationale for inclusion:

- \* Assets closed off/not accessible to public and in visibly poor condition;
- \* Uncomplicated control/ownership (i.e. these are council owned assets) which supports and enhances the ability to deliver within LUF timescales;
- \* Sites situated in the heart of Canterbury linking people to the historic (assets), the beautiful (River Stour, gardens) and contemporary (e.g. High Street, St Dunstan's)
- \* Provide important settings for heritage (e.g. new Westgate 'square' supports the city's historic Westgate Towers - England's largest surviving medieval gateway)

Project 2: Creating a 'Green' Arrival Experience.

This would make visible improvements to key city 'arrival' points, namely Canterbury Bus Station and Castle Row, Longport and St Radigunds car parks. To include landscaping, green planting, lighting, signage, seating and shelters as well as new EV charging points and bike facilities (e.g. hire, storage, bag lockers). Also en route from key arrival points into the city's core commercial area visitors will be greeted by a revitalised eastern gateway (St George's Street area) into the High Street. These would transform visitors' welcome experience, shifting perceptions around bus, bike and EV usage while delivering gains to the Clean Air Zone.

Rationale for inclusion:

- \* Arriving visitors greeted by degraded public realm and unappealing visual impacts - this reinforces the need to create a quality public realm commensurate with Canterbury's status as a World Heritage Site;
- \* Three car parks sites were selected (from a long list) due to their strategic positions in the city - i.e. these are well placed to connect users to city heritage. Also a key consideration is the need for budget restraint; and
- \* These areas are considered critical in connecting to and supporting other LUF interventions.

Project 3: Connecting our Heritage.

Develop cycling and walking led urban heritage routes connecting to assets and attractions accompanied by wayfinding upgrades. To also include nine 'Story' Gardens providing high quality public spaces with improvements to seating, lighting, landscaping and bike hire/storage. Their historical stories would be unlocked through innovative Augmented Reality led interpretation. LUF investment would develop inclusive experiences that would boost public pride and transform user/visitor perceptions of Canterbury while attracting/dispersing visitors around the city, extending stays, dwell time and spending.

Rationale for inclusion:

- \* Gardens steeped in history (e.g. Dane John retains Roman/16th century city walls, a Roman burial ground, remains of earlier Norman castle and bandstand);
- \* Provides comprehensive and diverse range of locations but also deliverability; and
- \* Connects with Canterbury's strengths (e.g. UNESCO World Heritage Sites);
- \* Informed advice from consultants and stakeholders.

#### ADDRESSING THE CHALLENGES

The planned investments will directly tackle the four core challenges and barriers facing Canterbury by delivering LUF outcomes/impacts as outlined in the package's Theory of Change. Key points highlighted below:

Challenges 1 and 2 : A struggling retail and hospitality sector and a 'left behind' visitor destination

Projects 1 and 2 together will help attract new city users/visitors notably reversing the decline in overseas visitors, enticing them to stay longer due to more diverse and enjoyable experiences. Project 3 will also achieve this but will importantly disperse people across the city centre connecting them with enhanced heritage assets, green and commercial spaces supported by Augmented Reality led experiences. Additional events and activities in improved public squares and spaces/ settings will also contribute to a more active, diverse and stronger visitor economy. Multiple LUF outcomes will be attained including increased visitors/spending, jobs and economic activity, events, improved cycle/pedestrian flow and improved business streetscape and investment environment attractive to all. Also longer term a 'higher value' proposition can contribute to tackling entrenched problems of low earnings and productivity.

Challenge 3: Built heritage is in a poor condition and underutilised

Project 1 is integral to addressing the physical degradation of assets and key heritage settings and to create safe, interesting and appealing places people want to spend time in. This is needed to develop a visible and tangible destination 'offer' based on heritage. Project 3 provides the new routes within which these places are integrated while engaging people with their histories and stories. Project 2 also improves the public realm spaces that people arrive at and help orientate them to other interventions. Multiple LUF outcomes will be achieved with these being attractions in their own right leading to increased visitors, extended stays and dwell times, providing locations for education and learning, new cultural events and importantly both engaging residents (and businesses) in volunteering and helping restore pride in the city.

Challenge 4: Community 'pride in place' has been eroding

The package of interventions are designed to redress community concerns about the city centre. By making tangible, visible improvements across heritage and their settings, walking/cycling routes, green spaces and streetscapes people will feel safer, more confident and better connected to their city. This pride will translate into spending/enjoying more time here, engaging more in events and directly participating in maintaining LUF invested sites (e.g. volunteering). This will lead to more positive perceptions of the city and support the transition to a more sustainable future centred on walking and cycling. Multiple LUF outcomes would be achieved by addressing this challenge.

Details of the appraisal process can be found in annex L.

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## Upload Option Assessment report (optional)

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## How will you deliver the outputs and confirm how results are likely to flow from the interventions?

Theory of change (ToC) (together with our Logic Map - see Annex J) has been pivotal in:

- \* Helping us to develop the projects' journey;
- \* Conveying the relationship flow between LUF funded activities, outputs and outcomes;
- \* Providing credible explanation of the change process; and
- \* Helping to understand cohesiveness of intervention 'package'

Our approach to ToC is explained as:

### Context

The bid context corresponds to the four core challenges facing the city set out in the Strategic Case for LUF investment in Canterbury. This is evidenced from

consultations, reports and established data sources. It also highlights the unfulfilled, latent potential that exists in its heritage and other strengths.

#### Inputs

The projects form a coherent package of interventions that:

- \* Rejuvenate heritage assets showcased by high quality experiences that people want;
- \* Revitalise economic activity and support young people's cultural engagement;
- \* Transform heritage settings via renewed streetscapes and improved public spaces; that residents have pride in and feel safer using; and
- \* Create attractive cycling routes linked to city heritage that are accessible to everyone.

#### Key Outputs (i.e Deliverables)

The proposals would take a comprehensive approach to tackling the challenges. City council control over key assets and influence over public spaces will enable delivery, giving the projects the best chance of success. Also partnership working places us in an excellent position to measure/monitor outputs accurately (e.g. reports/surveys). We are well placed to demonstrate the success of the programme.

#### Outcomes & Impacts

These are the intended results (e.g. LUF outcomes) arising from LUF investment. We would expect to provide clear evidence of visible, tangible improvements and wider outcomes. Our proposed approach to evaluation and monitoring will evidence this. We are confident that these can be delivered due to:

- \* projects' close fit with local strategies and studies (e.g. heritage);
- \* lessons learnt from council's excellent track record of heritage improvement and regeneration; and
- \* alignment with city marketing plans, which ensures LUF interventions are marketed and geared to secure far greater and wider appeal.

We would also expect to evidence scalable increases in economic activity across the city's retail and hospitality sector driven by clear additionality of visits and greater spending. By 2025 we envisage an uptick in positive visitor experiences and crucially, uplifts to local community pride.

#### Impacted groups

These underline a wide distribution of anticipated outcomes and impacts across beneficiary groups. Our emphasis on 'connectivity' will maximise the projects' reach by spreading their effects throughout the city, making the 'whole' proposal greater than the 'sum' of its projects.

#### Wider influences and drivers

The accompanying Logic Model (Annex J) demonstrates that a combination of factors will steer and enable the project while insulating it from external challenges and exploiting new opportunities. As projects mature we will monitor and adapt to meet external influences. Changes to macroeconomic conditions and international travel trends are key factors that can have negative impacts but also present opportunities.

#### LUF & the Long-Term vision

LUF would lay the foundations for the city's transition to a world-class heritage and cultural destination that contributes increased value to UK Plc. Our vision underscores the long-term journey required to complete the city's transformation.

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**Theory of change upload  
(optional)**

Canterbury LUF - Theory of Change.pptx (1).pdf

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**Explain how the component projects in your package bid are aligned with each other and represent a coherent set of interventions**

The package represents a coherent set of projects which are strongly aligned.

Projects are designed to demonstrate clear, logical relationships/flows and collaborative interactions with each other in order to support attainment of objectives. To summarise:

Project 1 - Transforming our Heritage Assets & Spaces. This conserves/improves heritage 'assets' (i.e. the buildings) and upgrades the settings that reinforce their character and distinctiveness. This is carried out in preparation for visitors' arrival;

Project 2 - Creating a 'Green' Arrival Experience. This welcomes visitors, giving them a positive experience of its public facilities/realm before orienting them to the heritage/destination 'offer'; and

Project 3 - Connecting our Heritage. This enhances people's journey through the physical spaces connecting them to improved heritage assets and wider attractions while heightening their digital and visual experience through history and storytelling.

The package comprises 'coherent' projects - i.e. that fit together well (connect and integrate) to achieve the bid objectives. These were identified and refined down from a longer list of project options due to their strong coherence with LUF investment priorities and fit with the long-term 'Connected Canterbury - Unlocking the Tales of England' vision. The package development process (see Annex L), informed by public consultation, partner/stakeholder input and fit with local strategy were essential to achieving this.

The 'whole' (i.e. set of interventions) would become greater than the sum of its parts by:

- \* Addressing Canterbury's challenges in a comprehensive and holistic way;
- \* Tackling a range of connected city problems and challenges;
- \* Maximising opportunities and significantly improve outcomes overall; and
- \* Delivering a stronger, far more positive experience for visitors and residents

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## Set out how other public and private funding will be leveraged as part of the intervention

The city council will contribute c.£2.8 million of co-funding across the proposed projects consisting of:

### Project 1.

The council has allocated a contribution of £650,000 to support the heritage repairs/ preservation proposal for Canterbury Castle. This funding is committed.

### Project 2.

The council proposes to contribute c.£1.35 million to a number of activities within this project.

This includes budget to deliver St George's Street improvements. This area is part of the eastern gateway into the city centre guiding visitors and shoppers into its public realm and pedestrian environment. It is a concern for residents, councillors and businesses being one of several locations that project a 'poor' image of Canterbury, undermining its commercial health and vitality. A council review of St George's Street reported that the area looks tired, unattractive and rundown with uneven surfaces, concluding that it "contributes little to the city centre - an area to pass through, but not to spend time". The council (Policy Committee, 10/11/2021) committed to upgrading St George's Street via improved paving, seating, lighting, cycle racks, decluttering and tree planting.

There will also be other contributions made to public realm improvements at the Bus Station and St Georges Lane area (e.g. hard and soft landscaping) and to proposed docked Cycle Hire facilities (e.g. providing 80 bikes).

### Project 3.

As part of this project c.£817,000 the council will contribute towards the proposed enhancement of the Dane John Gardens. This is one of the principal 'story' garden green spaces as well as providing both settings/backdrops for its own heritage assets. As with several city centre sites there is demand to hold cultural events and other activities but it is inadequately equipped to support larger events. The works will include layout changes to the site with accompanying hard and soft landscaping together with provision of increased power capacity.

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## **Explain how your bid aligns to and supports relevant local strategies and local objectives for investment, improving infrastructure and levelling up**

The LUF proposals are designed to deliver a strong fit with local plans and support delivery of strategies (both city council owned and external):

Connected Canterbury - Unlocking The Tales Of England'.

Vision: "Transforming Canterbury's public realm and heritage to a standard that reflects its status as an international visitor destination and World Heritage Site, based on its history and role as 'The Home of England's Story' in order to transform the economic, social and cultural wellbeing of Canterbury's communities, businesses and institutions".

The LUF proposals provide a powerful platform and stimulus to catalyse this strategic programme to make heritage a driving force for Canterbury's transformation. The 'Tales of England' vision (shared with city's private sector) exemplifies this ambition as:

City Council Heritage Strategy (2018) (also see Annex H).

Vision: .... that Canterbury's heritage should be "...accessible to everyone"  
"...internationally recognised and celebrated for its outstanding significance"  
".....delivering economic, social and environmental benefits to our district"

Objective 1: - 'Protect' (preserve and enhance heritage assets and 'significance' of their settings)

Objective 2: 'Promote' (by celebrating the District's rich heritage)

Objective 3: 'Prosper' (i.e. realise the potential of heritage assets to deliver economic and other benefits)

In response the proposals conserve and enhance assets (e.g. Norman Castle) and heritage settings (e.g. Westgate) while improving public access to these. These improve heritage brand recognition, showcasing assets and connecting people to previously 'hidden' gems. They use digital technology led interpretation to deliver enhanced promotion. The proposals also promote heritage by protecting assets and enabling these to be fully utilised. For example the Poor Priests' Hospital will be renovated (repaired/preserved) as a first stage of a major redevelopment into a cultural and creative skills centre and heritage destination. The proposals also uplift heritage assets' economic contribution to the area.

City Council Canterbury District Local Plan (2040) (draft Canterbury City Centre Strategy).

Vision: ..... "Strengthen the city's public realm and open spaces to reinforce the character and distinctiveness of heritage...".

Objective: "Improve the city's commercial offer by intensifying and capitalising on its unique heritage assets.....".

The LUF proposals are wholly in step with emerging aspirations (draft city centre strategy vision) and deliver against six of its eight objectives (example above). The bid also uses evidence collected to inform development of the Local Plan. This includes public consultation from 2020 (e.g. surveys, stakeholder workshops) which convey residents' concerns about the city centre demonstrating a clear erosion of 'pride in place' (also see Annex K). The LUF projects would address community priorities and deliver against the new city centre strategy.

City Council Canterbury District Transport Strategy (2014-31).

Policies 5.1-5.3: The proposals deliver improved walking and cycling trails and

improvements to the public realm/facilities at Canterbury Bus Station.

City Council Electric Vehicle & Infrastructure Strategy (2021-30).  
Actions 1 & 5: The proposals deliver new EV recharging points across the city.

City Council Green Infrastructure Strategy (2018-2031).  
Strategic Priorities 1,2,4 & 5 and Objectives: CC2, 4, 9, 11, 12 & 17: The proposals: improve walking and cycling trails; enhance digital links, signposting and routes creating stronger connections between sites; and invest in public spaces (e.g. parks) supporting a more prosperous district.

City Council Canterbury District Strategy Parking Review (2019).  
The proposals support the review's 'recommendation' to improve wayfinding and the pedestrian realm within city car parks.

City Council Climate Change Action Plan (2020-2030).  
Policy CR1 - Resilience and Adaptation: The proposals were reviewed against 3 key sustainability objectives: reduce carbon, enhance biodiversity and enhance health and wellbeing in line with this Action Plan. Renovation of the Poor Priests Hospital, upgrades to Bus Station, cycling routes and EV charging infrastructure support its 'net zero' goals and proposals include sustainable lighting, photovoltaic panels, pedestrian sheltering and use of low carbon materials - all aligned to the Action Plan.

City Council Canterbury Air Quality Management Area (2022).  
Action Plan - A3, C4, C5: Proposed improvements to the city's streetscape, walking and cycling infrastructure and green spaces will contribute to reducing air pollution.

World Heritage Site Management Plan (WHSMP).  
The LUF bid is supported by Canterbury's WHS Committee due to its "holistic approach to heritage" and "strong fit with WHSMP strategic objectives".

Canterbury Business Improvement District's Destination Management Plan (2018-2024) - 'Canterbury - A First Class Cultural Heritage Destination'.  
Exemplifying its shared ambitions the LUF interventions will deliver improved heritage infrastructure and the DMP will then translate this into a compelling and holistic visitor offer.

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## **Explain how the bid aligns to and supports the UK Government policy objectives**

The proposals would support a range of national strategic objectives.

Uk Government Heat & Buildings Strategy (2021) & Transport Decarbonisation Plan/Toolkit (2021)

The bid will deliver carbon reductions towards UK Net Zero goals by:

- \* Transforming the energy efficiency of the Poor Priests Hospital using best practice fabric first and low carbon heat;
- \* Upgrading the Bus Station and electric charging infrastructure to accelerate low carbon travel to and from the project area
- \* Use of sustainable lighting, photovoltaic panels, pedestrian sheltering, wildflower/new tree planting and low carbon materials; and
- \* All activities helping mobilise skills and experience in local low carbon skills and supply chain

Levelling Up White Paper (2022).  
The LUWP identifies Canterbury District as a 'left behind area' of the UK. This provides clear rationale for further investment in Canterbury to 'stimulate local growth' and 'correct spatial disparities'. The bid provides evidence that Canterbury has fallen behind other historic areas and needs help to 'level up'.

The LUF proposals also align and directly support eight of the stated LU missions (outlined in next question). The most compelling connection lies with 'Pride in Place' and its three policy programme objectives:

A. Regeneration: The project package is 'transformational' with three projects

collectively achieving a far greater impact than individual activities. It delivers 'high street rejuvenation' (e.g. renewed St George's Street) to improve commercial vitality, connect heritage assets and provide attractive settings. These will also revitalise 'green spaces' (e.g. new trees) ensuring gardens also provide beautiful settings for heritage and cycling routes.

B. Communities: The proposals would invest in projects that address important issues and challenges to the community (e.g. declining public realm/built heritage assets, scarred economy). With LUF support the Marlowe's 'Kit' project would continue to be delivered from the Poor Priest's Hospital thereby developing the skills of young people, including those from disadvantaged backgrounds.

C. Culture, heritage and sport: By safeguarding the Poor Priests' Hospital site the LUF proposals would support its redevelopment as a permanent home for the Marlowe Trust's successful 'Kit' project. This cultural and heritage-led regeneration would rejuvenate a hidden and unappreciated building, for social and economic benefit. Being part of a multiple award nominated (Great Places Scheme funded programme), the 'Kit' provides clear evidence of what 'Levelling Up' can achieve in practice, with the right focus, partners and ambition.

Gear Change (2020).

Our proposals align with the government's vision and priorities for cycling and walking (Themes 1-4) as we have positioned cycling/walking at the "heart" of our local place-making proposals, "providing better, safer streets for cyclists and people" and adhering to policy design principles. Also aligned to cycling and walking investment strategies (CWIS 1 and 2) by improving active travel infrastructure, linking to Active Travel schemes and National Cycle Network and e-cycle support.

Uk Government Tourism Recovery Plan (2021).

Page 4 states that the government is "determined to help the UK's tourism sector recover as quickly as possible". LUF support would accelerate Canterbury's tourism recovery enabling it to uplift its contribution to the UK Plc tourism.

National Industrial Strategy (2017).

Pages 203/4 commits the government to "transformative investment into pioneering immersive technologies like augmented reality". The LUF bid will invest in this technology to generate 'immersive' heritage experiences. We have also taken valuable lessons from DCMS funded Testbeds and Trials like the Bath and Bristol 5G Smart Tourism project.

Building Back Better High Streets (2021).

The proposals align with all the strategy's five priorities. These will for example achieve 'Priority 1' (Breathing new life into empty buildings) by conserving and reopening important heritage assets and Priority 5 (Celebrating pride in local communities) by uplifting community 'pride in place'.

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## Alignment and support for existing investments

**Where applicable explain how the bid complements or aligns to and supports existing and/or planned investments in the same locality**

Architectural Heritage Fund (AHF) Project Viability Grant (LUF Projects 1 & 3). The Marlowe Theatre Trust was awarded £15,000 in 2020 to help it prepare the redevelopment/restoration plans for the Poor Priests' Hospital site in advance of a Heritage Lottery funding bid. This has also funded consultation with current 'Kit' participants (e.g. young people) and other potential users as well as feasibility work and concept designs.

Heritage Lottery Fund - Great Place Scheme (LUF Projects 1 and 3).

The 'Pioneering Places East Kent' project received a £1,489,225 grant, some of which was used by the Marlowe Theatre to carry out a pilot project between 2017 and 2020. This explored and tested the transformational potential of 'cultural' placemaking from the Poor Priests' Hospital site. This was highly successful in engaging young people with heritage and culture through a range of creative learning activities using the historic building as inspiration. This pilot increased visitor numbers/young people participants, enhancing civic pride and

community cohesion (see Annex I for more details).

#### Safer Streets (2) (LUF Projects 1, 2 & 3)

In 2021 a circa. £380,000 grant was secured for Canterbury city centre (Westgate ward comprising much of the LUF bid intervention area) as part of a £769,000 bid, with the seaside town of Ramsgate. This will deliver improved crime prevention and antisocial behaviour measures including installation of more CCTV cameras, improved lighting as well as providing personal attack alarms for females. It will also be used to remove graffiti and clean up litter as well delivering community crime prevention events. It will sit alongside LUF investment by directly helping to address community fears about crime in the city centre. Together these will help to restore civic pride in the city centre.

#### Welcome Back (LUF Projects 1 & 2)

The council used £80,000 of its District allocation to support people's safe return to Canterbury city centre following the pandemic and to help a recovery in commercial activity. From May/June 2021 the council used this money to provide:

- \* Local business support;
- \* Increased promotional activity aimed at residents, visitors and students (e.g. social media, videos, adverts);
- \* Free of charge Park & Ride services;
- \* Additional street 'deep' cleansing (e.g. furniture, more bins, remove graffiti);
- \* Target empty building frontages with art and murals;
- \* Increased green planting; and
- \* Signage improvements.

#### UK Shared Prosperity Fund (UK SPF) (LUF Projects 1 & 3)

Amongst other options, the city council is considering using UKSPF as revenue funding to:

- \* help address residents' concerns about residents' perceptions of 'shabby' and 'neglected' condition of the city centre, via more intensive 'cleansing'; and
- \* develop and promote an annual programme of cultural festivals and events called 'Canterbury Festival City'. Led by the Marlowe Theatre this would support LUF projects by targeting new event and festival activity at rejuvenated heritage sites and revitalise settings (e.g. Dane John Gardens).

#### Active Travel Funding, Tranche 2 (LUF Projects 2 & 3)

In 2020 Kent was awarded £6million of funding for five active travel schemes, one of which will create a new cycling route from eastern Canterbury to the Burgate area of the city centre. Currently at design stage, this would link many schools, colleges and universities to the city centre and the National Cycle Network. The LUF funded pilgrimage route would extend the Active Travel funded section by taking people through the city centre towards the River Stour and its riverside route element via the proposed city centre heritage routes.

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## **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**

The LUF proposals' (Project 3) place strong emphasis on the use of cycling and walking to connect people to heritage assets and their settings, by improving the spaces between these. Our proposals will provide high-quality, safe cycle infrastructure, improving Canterbury's streets for cyclists and pedestrians and focusing on the area within and immediately outside the city's walls.

These comprise existing signed cycle routes within the area which comply with the requirements of Cycle Infrastructure Design, Local Transport Note (LTN) 1/20 as the area is within a 20mph zone and a low flow environment with no



through traffic.

The existing cycle link from Castle Row to Castle Street will be improved by widening it and providing a solar canopy. The section from Castle Street to Rheims Way will be rerouted through the setting and gardens of the Norman Castle being built to 3.0m wide, also in accordance with LTN 1/20.

The LUF proposals also include connectivity to Kent County Council's Active Travel (Tranche 2) A257 (Littlebourne Road) cycle route. This will provide a fully design compliant route from eastern Canterbury via Longport (i.e. St Augustine's Abbey World Heritage Site) to the Burgate area of Canterbury city centre.

Bus priority measures are not included within this bid as it is generally in an area with no bus routes owing to the restricted nature of the streets. Improvements to Canterbury Bus Station are included within the bid, which is already served by bus priority measures.

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## Confirm which Levelling Up White Paper Missions your project contributes to

### Select Levelling Up White Paper Missions (p.120-21)

Living Standards  
Transport Infrastructure  
Digital Connectivity  
Health  
Wellbeing  
Pride in Place  
Crime

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### Write a short sentence to demonstrate how your bid contributes to the Mission(s)

- \* Regeneration - proposals are a 'transformational' package achieving a far greater impact than individual activities. It delivers high street rejuvenation and revitalises green spaces
- \* Communities - invests in projects important to local community (e.g. public realm, heritage assets, retail/hospitality)
- \* Culture, heritage and sport - uses heritage (improve built heritage assets, unlock stories of English history) and culture (Marlowe 'Kit') for regeneration
- \* Supports creation of new jobs and generates additional economic activity
- \* Increased inbound tourism strongly contributes to UK Plc export earnings
- \* Firms benefit from higher value heritage 'proposition' (e.g. increased spend)
- \* Improved cycling and walking routes are integrated with Active Travel funded scheme (Littlebourne Road)
- \* Enhanced arrival points, EV charging, green planting and walking/cycling trails support Clean Air Zone
- \* City routes would encourage increased physical activity (i.e. health benefits)
- \* Proposals (e.g. public realm, events, green spaces, walking/cycling trails) share LU ambition to improve well-being of local community
- \* Investment will target crime/ASB 'hotspots' (e.g. Castle/Dane John Gardens) by increasing activity/footfall and improving security/lighting
- \* LUF funding will work alongside community safety prevention and enforcement measures to reduce fear/perceptions of crime in city centre

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## Provide up to date evidence to demonstrate the scale and significance of local problems and issues

Challenge 1: A struggling retail and hospitality sector.  
Canterbury has a large retail and visitor economy, especially focused on the city centre. However, it experienced significant falls in sector output during the pandemic, resulting in jobs being lost at a higher rate than county and GB

levels. Canterbury city experienced a 17% fall in wholesale and retail jobs between 2019 and 2020 (compared with a fall of 3% nationally), and a fall of 9% in accommodation and food jobs.

Challenge 2: A 'left behind' visitor destination.

Canterbury has fallen behind peer destinations. It was losing international tourists and had fallen behind 18 major UK historic destinations even before tourist numbers collapsed through the pandemic.

International tourists report consistently low levels of 'satisfaction' in Canterbury:

- \* lowest performing 20 English destinations for international visitor satisfaction in 2014;

- \* rated 9% and 10% below the GB satisfaction average in 2016 and 2017 and 14% below the GB average in 2018;

- \* far less likely to attract repeat visits compared to Kent and GB (average); falls in the length of visitor stays and spending, including for (higher-value) overseas visitors; and

- \* receives lower spend per head for day visitors compared to benchmark visitor cities like Bath, Brighton, Cambridge and Norwich due to the short length of trips (i.e. a 4 hour average visit).

Canterbury Cathedral has consistently dropped down the UK attraction rankings, from 16th in 2004, to 44th in 2019 and 144th in 2020. This presents a major challenge, since the city centre has historically depended on Cathedral linked trips.

Canterbury's retail and tourism offer has become 'low value'. GVA levels in Canterbury were -24% below the national average (2019) while earnings were -6% (resident) and -15% (workplace) below national levels in 2021.

Challenge 3: Canterbury's built heritage is in a poor condition and underutilised.

Two Canterbury heritage sites of national importance are degrading badly:

Its 11th/12th century Norman Castle - a scheduled ancient monument (one of the three original Royal castles of Kent), is closed to the public and its great stone towers are at risk of falling into ruin; and

The condition of the 13th century (Grade I) listed Hospital of St Mary of the Poor Priests is rapidly deteriorating and at risk of closure without significant repairs/restoration.

Public realm settings across the city fail to match the significance of Canterbury heritage sites that have been integral to the historic 'Story' of England.

Challenge 4: An erosion of 'pride in place'

In one major public consultation (to inform the Local Plan 2040) 80% of respondents (commenting on Canterbury) identified one or more of these LUF challenges as their no1. 'town centre' related concern. Some describe the city centre as "dirty", "shabby", "neglected", "soulless", "dying" and "depressing".

Proposed LUF intervention sites (heritage sites/settings like Dane John Gardens, Castle) are 'hotspots' for resident concerns about ASB/crime notably drug use/dealing, vandalism, robbery and unauthorised rough sleeping. ASB data for Westgate ward (the city centre area) showed +54% increase in arson and criminal damage offences compared to last full year.

Annex I provides additional analysis and evidence sources.

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## **Demonstrate the quality assurance of data analysis and evidence for explaining the scale and significance of local problems and issues**

Key sources are summarised below:

#### Socio-Economic.

Jobs data is taken from official Office for National Statistics (ONS) Business Register and Employment Survey (BRES) statistics (latest available - 2020) sourced via NOMIS - a recognised source for assessing employment levels.

Earnings data were sourced from the ONS Annual Survey of Hours and Earnings (ASHE) for 2021. Gross Value Added (GVA)/head for 2014/19 was sourced from ONS labour productivity statistics and prepared with regional/national comparators courtesy of Kent County Council's Analytics team.

Both ONS labour productivity statistics for 2020 and 2021 and Office for Budget Responsibility (2020/21) estimates on the economic impacts of the pandemic on UK sector output were used to help show its effect at a county/District level.

#### Visitor Economy.

Official government sources of information are used notably Tourism South East and Visit England (historic visitor satisfaction) and Visit Britain (recent destination reports and sector analysis).

Also the latest available and historical visitor numbers and spend data (2013-2020) are taken from reports produced for Canterbury by a specialist tourism research company, Destination Research, working for the county's tourism agency Visit Kent. These reports employ the Cambridge Economic Impact Model (the industry benchmark for tourism data and therefore considered reliable). They are produced independently (i.e. without council input). The model uses data from national tourism surveys (e.g. International Passenger Survey for global travel and GB Tourism Survey for domestic travel) augmented by local data such as car parking.

A series of qualitative tourism surveys and reports are also used as evidence. Prepared for the county's tourism agency, Visit Kent, through 2020 and 2021 these were carried out by leading market research agencies SW Consulting (Mapping Experiential Product) and XV Insights (Kent Perceptions work including resident surveys). This formed part of a €23m, 14 partner Interreg (EXPERIENCE) project. This comprises quantitative and quantitative research carried out across Britain, supported by in depth interviews, 'Deep Dive' research and analysis of sector trends.

#### Heritage Condition Surveys.

Information on the physical condition of the Norman Castle and Poor Priests's Hospital building are sourced from structural surveys undertaken on behalf of the council and Marlowe Theatre Trust respectively by independent heritage conservation consultants in 2018 and 2022. These were selected for their experience in this specialist field.

#### Crime and Antisocial Behaviour (ASB).

All crime related data is sourced from Kent Police neighbourhood (Westgate Ward) data at [www.police.uk/](http://www.police.uk/) and [www.CrimeRate.co.uk](http://www.CrimeRate.co.uk) Dataset sources include a combination of Police Force incident reports, FOI requests and first-party data collection operations as well as local reports. The data is taken from a local report from a Strategic Assessment (2022/23) prepared by Canterbury District Community Safety Partnership.

#### Public Consultation.

A comprehensive and detailed consultation was carried out with local residents through 2020/2021 by Canterbury City Council to inform its new Local Plan (2040). This used surveys, conferences, community/stakeholder workshops and other representations, receiving over 9000 comments from 445 responses. The bid uses this evidence to inform residents' views on:

City centre perceptions and experiences;  
Fear and concerns about crime/ASB; and  
Transport (inc. walking and cycling)

The council's consultation approach follows government guidance on developing plans that address the strategic priorities of an area (i.e. Section 19(1B) - (1E) of the Planning and Compulsory Purchase Act 2004 and Paragraphs 17 to 19 of the National Planning Policy Framework)

Other Studies and Research.

Other evidence taken from work produced independently of the council include:

Heritage scoping study - Allen Scott Ltd and MMA Ltd (highly experienced Kent based landscape architects commissioned by the private sector, Canterbury Business Improvement District;

Attractions data - Association of Leading Visitor Attractions (ALVA) (represent UK's most popular, iconic and important attractions); and

Pedestrian footfall - Springboard (industry benchmark data providers).

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## **Demonstrate that the data and evidence supplied is appropriate to the area of influence of the interventions**

Key Economic data.

Jobs data used (i.e. SIC code sections G : Wholesale and retail trade; repair of motor vehicles and motorcycles and I: Accommodation and food service activities) has been refined to the smallest statistical geography possible to ensure appropriateness to the proposed intervention. In this case data for two lower super output areas (E01024124 and E01032807) sourced via NOMIS approximate to Canterbury city centre. This approach allows the loss of city centre 'retail & hospitality' sector jobs resulting from the pandemic to be compared more accurately with (local authority) district, county and national levels. This is used alongside ONS labour productivity statistics and Office for Budget Responsibility estimates of reduced UK sector output (due to the pandemic) to help demonstrate how this has contributed to lost retail and hospitality jobs at the local level.

Both Annual Survey of Hours and Earnings (ASHE) and Gross Value Added (GVA)/head data is supplied at the smallest geography possible (i.e. District level) but also measured against regional and national levels. This earnings data is considered a strong fit with Canterbury City due to its scale and importance to jobs in the District's economy. This affirms the relationship between low employee earnings/productivity and the city's reliance on low value (day visit/low spend) retail and tourism.

Visitor Economy.

In most cases (quantitative) reports and data used for visitor numbers and spending, visitor satisfaction between 2013 and 2020 has been supplied at a local authority area (Canterbury District) level. Data at this statistical geography is considered reliable and appropriate given the dominance of Canterbury (city) as the key draw for staying visitors to the District who may then also visit other towns as part of their trip. Equally many people will stay outside the city centre (i.e. seaside towns or countryside) but may spend a significant part of their trip visiting the city.

Also national tourism surveys (e.g. International Passenger/GB Tourism surveys) have been used to provide District level data estimates. In these cases researchers have enhanced and augmented those outputs with city centre specific data such as car parking to improve the accuracy of the results at a local level.

In addition key elements of 'qualitative' tourism surveys referred to in the bid have focused on Canterbury City (i.e. therefore separating it from other towns in the District). This allows research to be highly specific to needs, opportunities and sector trends relating to Canterbury.

Crime and Antisocial Behaviour.

Data regarding anti-social behaviour is generally available and reported at ward level. 'Westgate' Ward is considered an appropriate statistical geography. It incorporates the city centre area including sites for proposed LUF interventions. It presents an accurate picture of crime/ASB in the city centre as this is reinforced by qualitative reports on crime and ASB from the council's Community Safety team. This allows reported incidents to be traced back to specific locations which typically include sites for proposed LUF interventions

(e.g. High Street, Castle/grounds, Dane John Gardens).

#### Public Consultation.

Consultation carried out by Canterbury City Council (for the new Local Plan), referred to in the question about the scale and significance of local problems and throughout the bid, took place specifically at a Canterbury (City) level. This enables specific comments from residents and stakeholders to be captured and reported regarding the city centre including LUF intervention sites (e.g. Canterbury Castle)

#### Other Studies and Research.

Other work used in question about the scale and significance of local problems centre on heritage assets located in the city centre, some specific to LUF interventions (e.g. condition surveys for Castle/Poor Priests' Hospital) or relate to data from reliable national sources for other historic attractions such as Canterbury Cathedral.

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## **Provide analysis and evidence to demonstrate how the proposal will address existing or anticipated future problems**

This section explains how the projects will address the four core challenges and link to expected outcomes and impacts. They are derived from the submitted Theory of Change.

### OUTPUTS AND OUTCOME FORECASTS

Visitor forecasts are derived by the consultancy SQW using Visit Britain forecasts for the national visitor economy (see Supplementary Explanatory Note to the Economic Case, uploaded with bid).

The Marlowe Theatre provided forecasts of educational courses, qualifications and other learning outcomes to be delivered from the Poor Priests' Hospital (see Annex I). This is based on a previous pilot project and strong relationships with education providers (e.g. Canterbury College).

Volunteering forecasts are derived from information supplied by local community groups attached to heritage assets/gardens who will engage with volunteers.

KCC developed feasibility cost plans for the cycle route and completed a DfT appraisal template (AMAT) to model active travel benefits including modal shift, health and journey times. This is uploaded with the bid as an additional document).

SQW and Lawrence Consulting used these inputs to calculate a range of relevant benefits including consumer expenditure, education, value of 'free to enter' heritage assets and volunteering. This is augmented by inputs from an Optimism Bias Mitigation Model based on Supplementary Green Book Guidance. SQW used its (wage premia) model to estimate education benefits.

### PROJECT 1

#### Challenges:

- \* Physical decay of nationally important heritage assets and settings (Challenges 3 & 4);
- \* City is a 'left behind' visitor destination reliant on 'low value' tourism (Challenges 1 & 2); and
- \* Heritage sites and settings have become ASB 'hotspots' (Challenge 4).

#### Expected outcomes and impacts:

1,835 sqm of UK important heritage assets would be renovated and preserved with 514 sqm space improved or created for educational use. This will result in 12,500 young people engaged p.a. including 620 students completing FE/HE courses, informal development learning or work experience. LUF funded restoration of the Poor Priests' Hospital could unlock an additional £7m of investment.

Settings will be upgraded to match heritage significance including 23,350 sqm

created or improved events space. The increased dwell times and activity generated through interdependence with other interventions (e.g. Connecting our Heritage) would generate an additional 200,000 visitors spending £10.9m p.a. and supporting c.120 jobs p.a. thereby accelerating the city's economic recovery. The higher quality of the city's heritage proposition will be raised supporting improved pay and productivity. More visitors and residents will be attracted helping Canterbury to 'Level Up' with other historic UK destinations over time. Repurposing heritage assets will also lead to engagement with 115 residents volunteers. Overall perceptions of 'place' (e.g. residents' pride in Canterbury) will be restored.

#### PROJECT 2

##### Challenges:

- \* The city's retail sector and visitor economy is struggling (Challenge 1);
- \* Visitor experiences (e.g. satisfaction) have consistently fallen below national averages and other peer destinations (Challenge 2);
- \* Arrival points (e.g. public realm and high street) are considered unattractive and unwelcoming environments (Challenge 4); and
- \* Air pollution is rising (Challenge 4).

##### Expected outcomes and impacts:

Improvements to 6,000 sqm public facilities and areas comprising 395 car parking spaces will lead to a more appealing and positive welcome experience. The St George's Street area will become more attractive to people who will stay longer, driving up consumer expenditure thereby leading to a +2.5% increase in business turnover will yield c.£1.36 million in annual additional GVA (to support the city's struggling retail and hospitality sector) while improving business investment conditions and sentiment.

'Connectivity' problems and air pollution will be tackled by installing 30 new EV charging points and new cycling facilities, 3 power hook-up units, 3 public wi-fi hotspots, and as well as providing better defined links to other LUF projects. Ultimately this will improve perceptions of the city and restore community pride.

#### PROJECT 3

##### Challenges:

- \* Reliance on 'low value' tourism (low spend, day/short stay visits) (Challenges 1 & 2);
- \* Key parts of the public realm are decaying and underused and/or have become ASB 'hotspots';
- \* Air pollution is rising requiring a Clean Air Zone to be implemented (Challenge 4);
- City assets are poorly connected while walking/cycling links are poorly defined (Challenge 4) and
- \* Community 'pride' in the city centre has eroded (Challenge 4).

##### Expected outcomes and impacts:

By creating or improving (4,013m) 'urban heritage' (cycle/pedestrian) routes, residents and visitors will be better connected to, and therefore can enjoy everything that the city offers. More people will visit heritage assets along with 60,938 sqm of created or improved public realm and heritage settings including 9x 'story' gardens (31,653 sqm created or improved 'green' space and 90 newly planted trees). Due to the transformed city infrastructure people will stay longer, have an excellent experience, spending more money as a result. Getting people out of cars and onto bikes or walking will achieve modal shift, contribute to health benefits and give us the tools to tackle rising air pollution. The increased activity/footfall notably in heritage settings will provide natural policing against antisocial behaviour helping to restore 'pride in place' and allay fears of crime.

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## **Describe the robustness of the analysis and evidence supplied such as the forecasting assumptions, methodology and model outputs**

The Canterbury 'Tales of England' package will deliver a wide range of benefits, relating to visitor numbers (and consequent expenditure), city centre footfall, active travel, volunteering, education and heritage value.

With the aim of addressing all potential impacts of the project, we have taken an approach based on estimates of potential visitor numbers, businesses impacted and other beneficiaries. We started by developing a series of logic chains with stakeholders, from which we explored the type of impacts that the package was likely to have, and the extent to which these could be plausibly monetised. In developing these, we reviewed published material (e.g., the Pedestrian Pound study and evaluations of scheme impact) and discussed potential linkages with stakeholders. This informed our Theory of Change, presented earlier.

We then sought to estimate the quantum and value of benefits, using a combination of:

- \* Estimates based on recent published data. For example, we used estimates of visitor numbers, average spend by visitor type (domestic/ overseas; day/ staying) and change over time to consider the scale of impact that might be anticipated;

- \* Locally-held evidence, for example, numbers attracted to (and income from) city centre events; existing volunteer numbers within heritage groups; data from successful pilot projects to inform student numbers at the Marlowe 'Kit'; and current pedestrian and cyclist data; and

- \* Published benchmarks, for example in relation to 'willingness to pay' for heritage attractions.

Guidance on the approaches used to measure these different types of benefit vary.

Estimates of benefits arising from improvements to the Norman Castle and Poor Priests' use DCMS guidance and studies promoted by the Culture and Heritage Capital Evidence Bank for visitors to cultural attractions or heritage sites. These studies have a high-quality grading based on their empirical design, method/dataset, and sample size. For the benefits arising from increased active travel, we made use of the Government's Active Mode Appraisal Toolkit (AMAT), and incorporated the output into the overall appraisal. For the remainder, we developed a bespoke model, through which we sought to ensure that:

- \* Benefits were adjusted appropriately for deadweight, displacement and leakage, and were 'decayed' over time where appropriate. This involved judgements in relation to each individual benefit, which we made with reference to published material and local consultation; and

- \* Double-counting was avoided. For example, we substantially discounted the potential benefits arising from additional events delivered as a result of the 'Heritage Assets and Spaces' project because of the likelihood that this would in part double-count benefits derived from additional visitor numbers.

A particular challenge in this approach is estimating the potential uplift in visitor numbers, especially given volatility in the visitor economy in recent years given the pandemic and the difficulty in attributing an uplift to capital investment (as opposed to marketing and promotion, commercial investment decisions or changes in market trends). In acknowledging this, we have attempted to provide conservative plausible estimates. To maximise the impact of LUF capital investment our proposals will be implemented working wholly in step with related place-branding and cultural activity programmes:

- \* Canterbury Business Improvement District's Destination Management Plan (DMP) (2018-2024), entitled 'Canterbury - A First Class Cultural Heritage Destination';

- \* Canterbury District's destination marketing strategy and tourism partnership - 'Visit Canterbury'; and

- \* The Marlowe Theatre which is a leading developer of Canterbury's 'cultural programme'.

We also considered the use of land-value uplift in assessing benefits. We decided not to use this approach, given the size of the area of impact and the concentration of non-standard historic buildings within it. A land-value

## Explain how the economic costs of the bid have been calculated, including the whole life costs

Costs.

Assumptions:

Green Book guidance on economic appraisal states that costs and benefits should be quantified and monetised where possible. Key assumptions and parameters shaping the analysis of costs and benefits are as follows:

- \* An appraisal period of 25 years is used for costs and benefits, although we decay visitor expenditure over that period. In practice, some investments are likely to have a longer economic life, but for most outputs we anticipate a need for reinvestment after about 25 years: where there is likely to be residual value at the end of that period, we have set this out;
- \* Costs are presented in nominal prices with inflation incorporated as per the cost consultants' estimates;
- \* Costs are presented as exclusive of VAT;
- \* Costs include contingency of 5% as recommended by the cost consultants;
- \* Discount rates are applied using HM Treasury standard guidance at 3.5% per annum for all costs and benefits; and
- \* Evaluation costs are capitalised, and are included at £60k across the package, with costs split equally by project for the purposes of appraisal.

Optimism bias is applied, reflecting the tendency for the costs of capital projects to increase between the early stages of business case development and the Full Business Case. Guidance suggests an 'upper bound' for unmitigated optimism bias of 24% on standard buildings. The public realm works are generally standard activities, and are principally on land in public ownership. However, there may be uncertainties associated with phasing, especially taking into consideration the need to avoid disruption during peak season. There may also be higher risks associated with heritage works, although these will be mitigated through the appointment of heritage specialists at detailed design and implementation.

Taking these mitigations into account, we have taken a midpoint between the upper and lower bounds for optimism bias, arriving at an assumption of 12% across all three projects.

Capital costs.

Gross capital costs, are:

- \* Transforming Heritage Assets and Spaces: £7,110,338
- \* Creating a Green Arrival Experience: £6,134,438
- \* Connecting Our Heritage: £9,440,487
- \* Total: £22,685,263

Revenue costs.

Maintenance costs are included at 1% of capital costs over the appraisal period, starting in 2025/26 (i.e., the first year following completion). For the purposes of the appraisal, we assume that all maintenance costs will be borne by the public sector, although some of these will in practice be offset by revenues from events and public donations, etc. We have applied a 12% optimism bias to revenue costs as well as capital.

Total costs.

Adjusting for optimism bias and discounting to net present value gives total economic costs as follows:

- \*Transforming Heritage Assets and Spaces: £8,245,462;



\*Creating a Green Arrival Experience: £7,084,615;  
\*Connecting Our Heritage: £10,780,890; and  
\*Total: £26,110,967.

Cost risks.

Key cost risks are:

- \* Increased costs due to inflation, materials or labour shortage;
  - \* Unforeseen conditions leading to delays and/or higher costs; and
  - \* Delays associated with planning and consent, phasing and environmental factors.
- 

## Describe how the economic benefits have been estimated

For appraisal purposes, we consider five main benefits, linked with: additional visitor numbers; additional city centre footfall from non-visitors; active travel; volunteering; and education. In addition, there will be short-term impacts arising from construction, considered as an 'adjusted benefit'.

On all benefits, we assume 10% optimism bias unless stated otherwise.

Additional visitors.

Applying Visit Britain forecasts, we anticipate that Canterbury will host c.4.77 million visitors in 2022. This is a substantial reduction on its pre-pandemic performance, and there is a risk that without intervention, visitor numbers will plateau at below pre-pandemic levels.

We consider a potential visitor uplift of 200,000 to be achievable. Based on average expenditure in 2019, this could yield around £10.26 million annually to the local economy.

Additional visitor numbers will ramp up from 2025/26. We assume:

- \*Benefit decay of 20% pa as other factors become proportionately more important in visitors' decisions over time;
- \* Leakage of 10%; and
- \* Knock-on impacts on the wider economy, through indirect and induced expenditure (regional multiplier of 1.3).

Additional visitor spend could yield around £51.8 million NPV. These benefits will apply across the package, although we notionally split them out pro-rata by project.

Capacity for events generated by the 'Transforming Heritage Assets and Spaces' project will generate further spend. This could generate £672k per year. We discount this substantially to assume 50% additionality (since some visitor spend will be captured in the general visitor uplift). This yields £1.9 million NPV.

Additional visitor spend should also support around 120 jobs per annum. City centre footfall/business vitality.

The improved arrival points in the 'Creating a Green Arrival Experience' project should lead to additional business activity in the area immediately affected .

There are 193 businesses located in the defined primary and secondary intervention area. A 2.5% increase in turnover would yield around £1.36 million in annual additional GVA. Assuming 50% additionality and a regional multiplier of 1.3, this yields around £5.25 million NPV.

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## Provide a summary of the overall Value for Money of the proposal

Based on the analysis of costs and benefits, we have estimated 'value for

money' through the calculation of benefit: cost ratios for each of the three projects and for the package overall. The approach taken is set out in the Supplementary Explanatory Note to the Economic Case, uploaded with the bid.

The overall package and the three component projects represent high value for money.

Overall package.

The benefit: cost ratio for the overall package is set out in an Appraisal Summary Table, attached as a separate annex (and explained in greater detail in the Supplementary Paper).

In summary, the project yields total quantified benefits of £70.9 million (consisting of £64.8 million in 'initial' benefits and £6.2 million in 'adjusted' benefits, as described above.

Total economic costs over the appraisal period are £26.1 million, including the initial capital cost and ongoing maintenance costs at 1% of capital per year.

This results in an initial benefit: cost ratio of 2.48 (or an adjusted BCR of 2.72).

Initial benefits include: spend derived from additional visitors, as well as supplementary expenditure associated with events; additional business turnover in the city centre; health and environmental benefits resulting from additional use of active modes of travel; wellbeing benefits resulting from additional volunteering opportunities; and educational benefits resulting from the safeguarding of specialist provision within a historic building. In addition, there are benefits from the restoration of key heritage assets, monetised in the form of 'willingness to pay'.

Adjusted benefits include benefits arising from construction (which are substantially discounted) and the estimated 'residual value' of assets after 25 years.

The Department for Transport's supplementary guidance on value for money categories considers that BCRs of between 2.0 and 4.0 are 'High' value for money.

In addition to these monetised benefits, the appraisal also includes a number of other benefits. These are described in greater detail above, but in summary include:

- \* Environmental benefits, resulting from better access to green space and improved pedestrian access;
- \* Catalytic effects on public and private investor confidence;
- \* Visitor economy spillover benefits to the rest of Kent;
- \* Education and public participation in culture;
- \* Greater equality of access across the city centre;
- \* Positive contribution to a reduction in Anti Social Behaviour; and
- \* Increased civic pride and 'sense of place'.

Commentary on the economic appraisal of each project.

The benefit: cost ratios for all three projects are as follows:

Transforming Heritage Assets and Spaces:  
Initial BCR: 2.64; and  
Adjusted BCR: 2.88

Creating a Green Arrival Experience:  
Initial BCR: 2.71; and  
Adjusted BCR: 2.95

Connecting Our Heritage:  
Initial BCR: 2.21; and  
Adjusted BCR: 2.44

All three represent 'High' value for money. The 'Creating a Green Arrival

Experience' project is somewhat higher value for money due to the anticipated business turnover benefits linked with key points of arrival into the city. However, as set out in the Strategic Case, the benefits of all three projects are mutually reinforcing and cumulative, and the visitor economy benefits are 'shared', recognising that they apply across the city centre as a whole, and to avoid double-counting.

Sensitivity analysis.

Sensitivity analysis has been carried out against four scenarios, related to increased costs, reduced benefits, delays in benefits realisation, and a composite of all three. For the package, under the 'worst case' scenario, the initial and adjusted BCRs fall to 1.97 and 2.10 respectively.

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**Upload explanatory note (optional)**

Supplementary Explanatory Paper to the Economic Case.pdf

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## Have you estimated a Benefit Cost Ratio (BCR)?

Yes

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## Estimated Benefit Cost Ratios

Initial BCR 2.48

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Adjusted BCR 2.72

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## Describe the non-monetised impacts the bid will have and provide a summary of how these have been assessed

Catalytic effects on public and private investor confidence.

Increased visitor numbers, footfall and trade will have a positive impact on future investment. The city's greater attractiveness and vitality resulting from the package should also increase its appeal as a place to work, diversifying its offer beyond the retail and leisure-based economy. This should help to make the most of the city's other key assets (e.g. universities and good rail connectivity) and will add value to other recent Canterbury investments, such as Kent and Medway Medical School.

Environmental improvements and increased trade will lead to increased capital values. We have not monetised land value uplift, partly to avoid double-counting with the GVA benefits identified, and partly because of the unique and varied nature of the city's historic environment, But it is plausible that there will be an increase in land values: we will seek to measure this through evaluation.

Visitor economy spillover benefits to rest of Kent.

Our visitor spend and GVA uplift assumptions relate to the benefits to Canterbury District, and this is reflected in the discount we have applied for leakage. However, higher visitor numbers in Canterbury will have important spillover effects, especially to Thanet and Dover. This relates to people staying in Canterbury visiting other places (c£78 million of spend in Thanet potentially originated from visitors staying in Canterbury in 2019); and to the impact on improving perceptions of East Kent as a place to visit.

Equality of access.

Across all projects, the package will improve the accessibility and 'legibility' of the city – opening it up to a wider audience. Our response to the LUF application form 'Equalities' section details how we will achieve this. We will for example use an Audience Development Plan for the Castle and Marlowe

Theatre Audience Development/Diversity strategies.

Education and public participation in culture.

Preservation of Canterbury Castle and restoration of the Poor Priests' Hospital will enable wider public engagement in history and culture. In particular, conservation works at the Poor Priests' Hospital will enable the retention of the Marlowe Theatre's 'Kit' project in the city centre which would support engagement with 12,500 young people p.a. Strengthened cultural engagement will be strengthened through AR technology, enabling more people to access heritage in different ways.

Environmental benefits.

LUF proposals, such as increased green planting and improved walking/cycling trails, would tackle rising air pollution levels in the Canterbury AQMA. Delivering visible improvements will make a major contribution to tackling this and enhancing community pride. We will monitor this as part of wider (air quality) monitoring and seek to reduce emissions below 40 micrograms/cubic metre for NO<sub>2</sub> (Canterbury's annual air quality objective).

Positive contribution to a reduction in Anti Social Behaviour.

Evidence for the bid identifies problem location 'hotspots', current ASB levels via police and national crime data. Supported by complementary revenue funding and partnership working the LUF proposals are expected to help reduce ASB levels in 'hotspots' supported by improvements in perceptions of community safety, to be measured through a combination of crime data and community surveys.

Increased civic pride and 'sense of place' .

A key challenge for the city is the erosion of community 'pride in place' as a result of the degradation of the city's public realm. Evidenced via Evaluation we expect to see improvements in residents' subjective views of the city centre. Consultation work from 2020 and 2021 for our new Local Plan (2040) provides a valuable baseline for the community's current views and perceptions of the area.

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## **Provide an assessment of the risks and uncertainties that could affect the overall Value for Money of the bid**

The council's risk register (Annex E - Delivery Plan) provides a comprehensive list of risks and their mitigation measures. Key Value for Money (VfM) risks include:

Key risks and uncertainties include:

**Cost increases:** These are set out in more detail in the Risk Assessment – including inflation; labour and materials shortages; design changes and unforeseen issues in the construction process. A contingency of 5% of construction costs has been included within the cost plan, and the economic appraisal includes a 12% allowance for optimism bias on total costs. Construction cost inflation has been assumed at 6% for all works aside from the Poor Priests Hospital renovation and St Georges Street improvements which are at 4% - both are above the BCIS Tender Price Index in recognition of current inflationary pressures;

**Construction delays.** These may be due to planning and consents (an important issue given the sensitive built environment, but in relation to which there has been extensive dialogue with statutory stakeholders at RIBA Stage 2); design changes; and phasing issues (especially the need to prevent works impacting on peak visitor season). Delays may lead to additional costs, and later benefits realisation. The impact of delay on the overall project vfm is considered in sensitivity analysis; and

**Failure to realise anticipated visitor demand.** A substantial part of the value for money of the package is through additional visitors. While estimates of visitor

uplift are cautious, they are subject to a range of factors, including investment in the accommodation offer (itself dependent on wider investor confidence); changing tourism trends; the relative cost competitiveness of the UK overall; and developments in other destinations (although we consider competition a limited risk). Regular demand surveys and analysis of the factors underpinning changes in demand and visitor perspectives will be important as the project progresses.

Using sensitivity analysis (within the submitted appraisal model) to test the robustness of VfM estimates to changes in key conditions, the following scenarios have been run across the LUF package and each project:

Optimism bias on capital costs increased to 24%;  
Optimism bias on all benefits increased by 10%;  
Slower benefits realisation; and  
Composite of Scenarios 1-3 ('worst case')

In all cases the initial BCR remains above 1.6, a requirement for a good BCR.

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## Upload an Appraisal Summary Table to enable a full range of impacts to be considered

### Appraisal Summary Table 1

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Upload appraisal summary table	Canterbury LUF - Appraisal Summary Table.pdf
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## Additional evidence for economic case

### Additional evidence 1

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Upload additional evidence	Economic Case - Canterbury LUF Active Mode Appraisal Toolkit.xlsx
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## Confirm the total value of your bid

Total value of bid	£22685264
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## Confirm the value of the capital grant you are requesting from LUF

Value of capital grant	£19905911
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## Confirm the value of match funding secured

	£2779353
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Evidence of match funding (optional)

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Where match funding is still to be secured please set out details below

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## Land contribution

If you are intending to make a land contribution (via the use of existing owned land), provide further details below

NA

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Upload letter from an independent valuer

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## Confirm if your budget includes unrecoverable VAT costs and describe what these are, providing further details below

The budget does not include any unrecoverable VAT costs.

Canterbury City Council, as a Local Authority and Section 33 body, is able to reclaim all VAT on expenditure provided it remains within the 5% de minimis calculation for partial exemption and provided claims are accompanied by correct documentation, such as VAT invoices and receipts, from suppliers and contractors.

Careful tax planning in advance of all the council's projects enables it to keep within the limit each year.

All VAT will, therefore, be recovered.

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## Describe what benchmarking or research activity you have undertaken to help you determine the costs you have proposed in your budget

All cost estimates have been provided by Core Five Quantity Surveyors. The estimates include the entire cost of delivering the projects and include an allowance for professional fees, inflation and risk.

Cost estimates are based on drawings and specifications, made to RIBA Stage 2 level, by a Design Team commissioned by Canterbury City Council after a procurement process. It is led by the architectural design firm Studio Evans Lane.

Costs for each location have been broken down by landscaping, transport, architecture, wayfinding, lighting, MEP, structures & civils and on-costs, based on designs provided by the respective specialist consultant. Core Five measured the area / volume of each item of work from the designs and costed them using rates per m<sup>2</sup> or the cost per item (e.g. trees, planters, drainage connection, wayfinding finger post).

A range of sources fed into the cost estimates including costed specialist condition surveys (e.g. Stone by Stone survey of the Castle), unit costs from current suppliers (e.g. EV chargers, CCTV), quotes and informal discussions (e.g. UKPN for substation in Dane John Gardens). Tender estimates for the current market include an allowance for contractor preliminaries of 12%, overheads and profit of 4.5% and contract's risk contingency of 5%.

As a single discipline Quantity Surveying (Cost Management) business, all of Core Five's internal operations and procedures are focussed on improving the accuracy of their service delivery. Core Five has an exceptional track record of delivering projects on budget. Since the firm was established in 2012, Core Five has procured over £7.2 billion of construction works with 78% of this being delivered on or within

budget, 96% within 2% of budget and 100% within 4% of the budget.

Core Five has been appointed on a number of recent large-scale masterplan schemes across London and the Southeast which contain similar elements (i.e. heritage works, landscaping, trails and wayfinding) to those within Canterbury City Council's Levelling Up Fund Application submission. In gaining knowledge and experience in delivering schemes of this nature, Core Five places considerable importance on collating data for future reference to accurately forecast and control costs which in-turn has given their Clients comfort of costs.

This led to Core Five developing an in-house benchmarking tool to compare schemes of a similar nature at various RIBA stages from Stage 0 where limited information is available in order for them to provide robust, current cost information and market intelligence on all of their projects.

Not only does the Core Five benchmark tool allow for benchmarking of costs, but also design matrices are compared to establish efficiencies in design. The tool allows costs to be normalised i.e. to inflate historic costs to current rates which similarly applies to the location factor. The tool helps identify any anomalies in design such as thicker concrete slabs and associated rebar rates than that which would typically be expected and as seen on other projects of a similar nature. The tool also includes benchmarking rules to ensure costs and data are collated on a consistent basis.

When benchmarking masterplan projects of mixed scope of works and tenure, elements are split out to ensure these are accurately benchmarked and compared to on a like-for-like basis. For example, it splits out key elements such as Substructure, Frame, Façade, M&E and Main Contractor Margins / On-costs to ensure that they are accurately benchmarked and compared to on a like-for-like basis. Following this, each building within a large mixed-use scheme is identified based on its primary use in order to benchmark the shell and core elements. The Core Five in-house benchmarking tool selects projects with the same criteria to be selected for benchmarking purposes e.g. Cultural projects in West London, and those of concrete structure can be benchmarked against each other.

Currently, there are a total of c. 360 projects that can be accessed for benchmarking data which range from Stage 0, live on-site, to completion. Core Five benchmarks projects at the following key stages; RIBA Stage 2, RIBA Stage 3, RIBA Stage 4, Contract Sum, and Final Account. Each stage has varying levels of detail and therefore are compared against projects at similar stages in order to get a fair reflection of costs and design.

When each cost plan or confirmed cost reaches the stages outlined above, benchmarking sheets must be completed and signed off by a Partner in order to pass Core Five's Quality Assurance/ standards process. Therefore, there is access to every project's cost and design data within the company and across the sectors meaning Mixed-use masterplan projects can be benchmarked accurately and thoroughly.

All cost estimates have been scrutinised by the Canterbury City Council's Chief Finance Officer who is satisfied that they are realistic and conservative

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## **Provide information on margins and contingencies that have been allowed for and the rationale behind them**

Core Five's Benchmarking tool allows for the Main Contractor On-Costs including Margins and Contingencies to be split out to ensure these are accurately benchmarked and compared to on a like-for-like basis.

Core Five has made allowances in the estimated tendered prices for main contractor's preliminaries (12%), main contractor's overheads and profit (4.5%), contractor's risk contingency (2.5%) and design development contingency (2.5%).

The above allowances are based on a number of similar recent large-scale

masterplan schemes across London and the Southeast which contain works of a similar nature (i.e. heritage works, landscaping, trails and wayfinding) to those within Canterbury City Council's Levelling Up Fund Application submission, as well as latest market intelligence for projects that are being currently procured.

We have also included the following in our project delivery cost estimates: professional fees (10%), inflation (6%), contingency (5%) again based on recent schemes of similar size and discussion with our cost consultant and current design team lead. Professional fees (5%) and inflation (4%) estimates are lower for the Poor Priest's Hospital works as the works are largely reparatory, requiring less of a design input. The works are programmed in at an earlier stage, with procurement starting in late Autumn 2022 and therefore less of an inflationary risk, this is also true of the St Georges Street works to which we've also applied a 4% inflationary allowance.

In arriving at the above Contingency and Overhead and Profit levels, Core Five will ensure that the following key aspects of the project are considered and optimised at each stage of the project and more importantly before going out to tender to ensure that tender returns achieve the best possible value.

Level of Design information – Core Five will agree how far the design is developed prior to going out to tender to ensure that a robust set of Tender documents and Employer's requirements are arrived at and no unnecessary contingencies are included to cover elements that haven't been developed to a sufficient level of detail.

Form of Contract – Core Five will ensure that the most appropriate form of contract is chosen and an equitable set of Contract Amendments are arrived at to avoid unnecessary premium being included for Contractors taking on board onerous contract clauses.

Competition – Core Five will ensure that competition is maintained at each stage of the project so that the most competitive tender returns are submitted.

Risks – Core Five's Risk management strategy will ensure that a Project Risk register is maintained throughout the course of the project with all design team members contributing and risk mitigation strategies discussed and implemented on a regular basis.

Phasing strategy – Consideration of the most appropriate phasing strategy including number of contracts and phases will ensure that Main Contractor Preliminaries are optimised to ensure no overlaps in the management (including cost) of the project occur.

The margins and contingencies have been scrutinised by the Council's Chief Finance Officer who is satisfied that they are realistic.

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## **Describe the main financial risks and how they will be mitigated**

The full and detailed risk assessment has been uploaded and can be seen in the Delivery Plan at annex E.

The Risk Register has four categories of risk. Each could impact on the finances. The contingency allowed for risk, summarised in the last question (margins and contingencies that have been allowed for and the rationale behind them), is the main mitigation for all financial risks in the delivery stage. The real financial risk is, therefore, the likelihood that any incremental costs might exceed the contingency.

### **RISK CATEGORY 1: DESIGN AND CONSENTS**

The project designs are still conceptual and cost estimates can only be made with a relatively high margin of error. This is normal. Cost estimates always become firmer as the detail of a project develops. The cost consultant will check at each stage through the process of detailed design that works remain deliverable within the available budget. They will advise on changes to the specification that could be optimal in balancing cost and quality.



There is a risk of changes being needed, at additional cost, because of a shortage of materials or contractors or because of a delay in obtaining permissions or consents. We have frontloaded the types of projects more likely to be delayed to the beginning of the project to reduce the risk of running past March 2025 and we have been working closely with responsible authorities during Riba stage 2 and will continue to do so in the detailed design stages. Project 3 has also been designed flexibly to allow these sorts of issues to be mitigated by changes to the routes, or garden locations.

#### RISK CATEGORY 2: PROJECT MANAGEMENT AND PROCUREMENT

There is a low risk that Canterbury City Council will have insufficient resource to manage the project effectively. This would require use of third party consultants at higher cost. The risk is highest during the detailed design phase, when significant inputs will be required from specialist council officers. Canterbury City Council has long-established teams responsible for Project Management, Procurement and Contracts. It has committed to providing sufficient resource within those teams. Senior leadership has been involved in this. Delivery teams have already been identified.

#### RISK CATEGORY 3: CONSTRUCTION

Costs will, after the detailed design phase, be determined by quotations received from contractors, subject to agreed variations. The cost consultant will assist with negotiations with contractors that tender in agreeing the final contract sums.

There is a risk that complications relating to the sites may emerge in the construction phase. This might be, for example, related to ground conditions, drainage, utilities or that building works reveal that more essential work is required (project 1 only). Civil engineers have provided reports for the sites where the most invasive work is to take place so constraints are well known and allowed for in the costs and concept stage designs. A contingency has been allowed for in the costings and both buildings (project 1) have been surveyed and utility and drainage surveys complete for other sites expecting invasive work.

The risk has been reduced for the Castle and the Poor Priest's Hospital by the condition surveys commissioned by Canterbury City Council.

There is risk also that costs will escalate during construction as a result of changes to the specification mitigated for by our strategy to prepare detailed specifications and Bills of Quantities for each tender package and to minimise any changes thereafter.

The main risk is that inflation in construction materials and contractor prices is higher than anticipated. Inflation in the construction sector is very high across the world currently as a result of disruption to supply chains caused by the Covid Pandemic and the rise in energy costs caused by the Ukraine War. It is uncertain currently whether this will continue over the medium-long term or ease as supply chains return to normal. High inflation in the wider economy, resulting in pressure to increase wages, could also have a negative impact.

Canterbury City Council will seek to reduce the risk by purchasing up front, via lead contractors, as much construction material as possible at the outset of contracts to avoid inflation during the construction period.

Our approach to mitigations is to implement mitigations at the design and procurement stages to lessen the likelihood or impact of the risk. Some of the risk will be passed on to contractors, in the normal manner. This will include risk around material supply and changing costs, adverse weather conditions, security on construction sites, certain permissions and consents. It will not be possible to disperse all risk in this manner, however, because of turbulent market conditions currently. Contracts will be closely monitored with open communication between all parties to ensure early detection of issues and any emerging threats that mitigations aren't going to be fully successful.

An allowance of 6% and 5% has been allowed for inflation and risk contingency respectively should mitigations fail. In addition the project design has built in a degree of flexibility to allow changes to locations of gardens or routes to allow the project to adapt should issues around consents, site

specific constraints or neighbour relations threaten the ability to deliver the project by March 2025 or to result in an level of increased cost which is not palatable to the council to bear.

There is a risk of disruption to bus station users/operator, local businesses and residential neighbours, during the construction phases of work. The most significant risk is for the bus service to be disrupted during the bus station redesign, not only inconveniencing customers, but also causing reputational damage and having an economic impact on local businesses. The conceptual designs are for bus shelters that can be fabricated off site to reduce disruption and allow a phased approach to construction. Any disruptive works would take place during the school holidays to avoid the bus station peak usage. Stagecoach has prepared a dispersal plan to identify how the buses could operate during construction.

At no point will any business be unable to operate due to the construction works. During the St Georges Street element of the public realm works street traders will be affected by alternative pitches offered. They have accepted this and are content that the works are being planned for their quietest time of year.

Works to the key shopping areas and car parks or routes to those areas are being planned to fall outside of the peak christmas shopping period.

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**Upload risk register**

Canterbury LUF\_ Risk Register.pdf

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**If you are intending to award a share of your LUF grant to a partner via a contract or sub-grant, please advise below**

N/A

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**What legal / governance structure do you intend to put in place with any bid partners who have a financial interest in the project?**

Stagecoach are the landowner of the bus station site. They have formally agreed the proposal for the site and are actively involved in its redesign.

The legal arrangement will be that the Council will procure and award the main works contract. Stagecoach will also be party to the contract, but on the basis that they do not have any financial liability. This arrangement mitigates the risk against the contract not being delivered due to any actions or omission by Stagecoach which results in Canterbury City Council being in breach of contract (and/or in breach of the LUF agreement).

As part of the agreement, Stagecoach will need to sign-off the design stages and final specification so that they cannot subsequently claim that they are not acceptable. The main contract will also outline the practical arrangements for carrying out the works, working around the continued use of the site or at times to manage closures for which Stagecoach will be responsible. Liability will also fully transfer to Stagecoach on completion of the works. A collateral warranty will be in place with Stagecoach so that they can enforce any guarantees should there be any problems post completion.

Matthew Arnold, the Commercial Director of Stagecoach South East is the key point of contact between the Council and Stagecoach and has been actively involved in the RIBA stage 2 process, his letter of support can also be found at annex D. The design team will work closely with Stagecoach. Appointed contractors will be contractually required to work closely with and schedule works with Stagecoach and the project manager will oversee this relationship.

Stagecoach is due to be taken over by the large German infrastructure investor DWS that will secure the bus operator's future financially.

The programme includes works on Highways owned land and we have worked

with KCC Highways to ensure that our plans complement other initiatives such as Active Travel programmes. The design team will continue to regularly liaise with KCC Highways during the design phase and a s278 agreement will be required. Where works require road closures, the Council will apply temporary Traffic Orders.

A lease agreement is currently in place between the Marlowe Theatre Trust (the tenant of the Poor Priest's Hospital) and Canterbury City Council. The lease agreement outlines the Council's responsibility as landlord for the maintenance of the main structure of the property. All the works proposed in the bid comply with the repairing obligations on the Council's part within the lease. In line with the agreement, the Council will work with the Marlowe Theatre Trust to schedule the works and to ensure they are carried out effectively.

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## **Summarise your commercial structure, risk allocation and procurement strategy which sets out the rationale for the strategy selected and other options considered and discounted**

Canterbury City Council (Canterbury City Council) will be the accountable body for the LUF projects.

All procurement will be in line with Canterbury City Council's Contract Standing Orders enshrined in the Constitution and the Public Contracts Regulations 2015 (as amended) ('PCR2015') and Local Government (Transparency Requirements) Regulations 2015.

All design and delivery work will be contracted to external organisations.

Canterbury City Council will contract directly with consultants working on the design and with lead contractors responsible for delivery.

The Council is intending to procure a number of organisations with specialist skills as required to assist the Council with the delivery of the projects. After working through options and with advice from with our current design team lead for Riba stage two, Studio Evans Lane, the intention is for the work to be procured in the following groupings (with the options for each of these to sub-contract where necessary and appropriate) to reflect the very different areas of specialisms required:

St George's St development has completed the detailed design stage and as a result will be tendered separately.

Marketing and branding of the routes and gardens to work closely with the wider design team to ensure a high quality offer suitable to the visitors we are trying to attract

Design team - lead architect, with supporting design team, to deliver RIBA stage 3 through to completion of the project. This includes but is not limited to wayfinding, planting schemes, structures, street furniture and layout. This will be procured first as the resulting designs will inform the specification for the tender of the construction, interpretation and installation in the public realm, story gardens and green arrival spaces.

Interpretation and app development - here the stories and other interpretation will be developed and designed and delivered both digitally and physically (on site and in app). This includes augmented reality.

Specialist heritage work - restoration of the Castle. The Council intends to procure a contractor with the relevant experience and skill to deliver this heritage project.

Specialist heritage work - repairs to the Poor Priests' Hospital. The Council intends to procure a contractor with the relevant experience and skill to deliver this heritage project.

Construction and installation in the public realm, story gardens and all green arrival spaces to implement the outcome of the public space design team work.

The risk of delay to the project is reduced by having seven contracts. Two of the contracts (Poor Priests' Hospital and St George's St Development) have no interdependencies on any of the other contracts. A further contract has some dependency on the design contract but could be adapted to allow the bulk of the work to the castle site to be completed before their output.

The critical contract for the other contracts is the design team who need to start their work before other contracts can be procured. This will come first in the list of procurements, alongside St George's St Development.

There is clear separation between each of the seven groupings with no confusion of responsibility.

Most procurement will be above the EU threshold. Tender documents will, as a result, be published on the Kent Business Portal and, following award, the contract will be published on Find a Tender.

Canterbury City Council intends to make use, for some small elements of the works, of contracts that have already been procured which allow for additional services / works to be added. This includes, but is not limited, to CCTV and EV charging.

The option of tendering all contracts as a single package is discounted for several reasons: it would reduce the number of tenders received because the number of organisations able to tender for a single large and complex contract is limited; it would reduce the likelihood of contractors and specialists that are local and are small and medium-sized being able to participate; the lead contractor would simply sub-contract independent elements to specialist sub-contractors, charging a premium but with little or no added value in return; procuring individual specialists enables Canterbury City Council to have a direct relationship with them and more easily shape what is done; it prevents a single point of failure.

Lead contractors for each of the contracts will have full accountability for delivery of the specification for that element, including their sub-contractors.

A list of contractors who have relevant experience and have successfully delivered projects for Canterbury City Council and / or partner organisations, has been collated. They are all registered on the Kent Business Portal. They will be invited to tender. The opportunity will be more widely advertised also.

Contracts will mainly be awarded based on the most economically advantageous tender.

Evaluation will include assessment of mandatory and discretionary criteria, including the construction programme, and a set of bespoke questions related to technical capability and experience.

Some allowance will be made for social value. Bidders will be asked to state what social benefits they would offer, especially in terms of apprenticeships and / or local training opportunities. Potential opportunities have been discussed with Canterbury College.

The award of contracts to companies will only take place where they meet Canterbury City Council's finance requirements. Due diligence on the financial standing of contractors, and monitoring of it through the delivery period, is a mandatory part of the Canterbury City Council's procurement approach.

Contracts will require compliance with all applicable legislation including, but not limited to, the Modern Slavery Act, Anti-Bribery legislation and Freedom of Information legislation. Contracts will require contractors to have adequate insurance in place e.g. public liability, employers liability, asbestos. Construction contractors will be required to comply with Canterbury City Council's sustainability outcomes and work with the Canterbury City Council's Principal Policy Officer for Climate & Environment. Contractors will be required to show that they are measuring and minimising carbon emissions, have a

focus on resource efficiency and have a carbon reduction strategy compatible with Net Zero.

The project components, notably electric vehicle charging, e-bike charging, bus station refurbishment and improvements to active travel routes and wayfinding, lighting and events power, have all been conceived to reduce operational carbon emissions from transportation and public realm lighting and power. Procurement contracts will require carbon emissions minimisation from the construction process and the embodied carbon of the materials and methods of construction.

The project components will contribute towards further development of the regional supply chain, installation and maintenance workforce and the network of electric vehicle charging infrastructure towards the Council's 2025 goal of over 500 public electric vehicle chargers.

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## **Who will lead on the procurement and contractor management on this bid and explain what expertise and skills do they have in managing procurements and contracts of this nature?**

Canterbury City Council will procure and manage all contracts directly.

Canterbury City Council has a highly qualified and experienced Project Management team. It has experience of procuring and managing a diverse range of contracts for both consultancy and construction work. A dedicated Corporate Project Manager for the LUF projects will be based in that team.

Examples of contracts of similar scale procured and delivered in recent years by Canterbury City Council are:

King's Mile. Public realm improvements. £1 million.

Marlowe Theatre. Demolition of predecessor theatre and new building including a 1,200 capacity auditorium, separate studio theatre, bar and restaurant amenities. £25.6m.

Beaney House of Art and Knowledge. Restoration of a grade II listed building to create state-of-the-art exhibition galleries, a new library, educational facilities and improved accessibility. £14 m.

Riverside development. Including a cinema, bars, restaurants, a public square, 189 affordable homes for local people and student accommodation. £115 m

Tower House. Interior enhancements, maintenance repairs and landscaping of a grade 2 listed property. £635,600.

New Canterbury West Multi storey car park. £9.1m. Includes 20 electric vehicle charging points.

Wimereux Square. Public realm work including new paving for Beach St & William St, square made into an event space. £1.4m.

Coastal defence. Wall raising, new groynes and rock revetment. £2.6m.

South Quay Shed. Repurposing an industrial building on Whitstable Harbour into a commercial space. £550,000.

Rough Sleeper Reduction Initiative (£1m extension in March 2021). An innovative project started in 2019 and renewed following significant success in its first year, with Canterbury City Council taking the role as the lead authority and the bidder for funding. It now operates in eight districts in Kent.

Covid Community Hub. This was set up in a matter of days, with council staff drafted in from a variety of departments to help run it, coordinating an army of more than 1,000 volunteers. Over the three months, more than 3,000 requests for support were received and deliveries of food or medicine were made to nearly 4,000 vulnerable people.

Project Management will lead on procurement, working with officers responsible for the assets concerned, supported by the Canterbury City Council's Procurement Team. The Procurement Team has dealt with a huge number of procurements including multi-million pound contracts in construction, residential housing, commercial buildings and services like waste collection. The Strategic Procurement Manager is MCIPS qualified.

The Project Management and Procurement Teams will, in turn, work closely with the Contracts and Procurement section of Legal Services in finalising contracts. The individuals in that team have over 17 years of expertise of finalising contracts for local authorities that include construction, residential housing, commercial buildings, consultancy and IT.

The Corporate Project Manager will manage the contracts of the Design Team. The other contracts will be contract managed by officers with extensive subject knowledge and experience. The Senior Strategic Marketing Manager will manage the marketing and branding contract as well as the interpretation and app development contract.

Canterbury City Council's Building Surveyor, Contracts and Facilities Management Team will manage the two contracts requiring specialist heritage works (restoration of the Castle and repairs to the Poor Priest's Hospital).

Canterbury City Council's Head of Transportation and Environment will manage the St George's St development and also the construction and installation in the public realm, story gardens and green arrival points.

The core team and subgroup members include asset owners as well as officers with technical and background knowledge. They will support the creation of detailed specifications for procurement and help assess tender bids as well as support and steer contractors / consultants to ensure quality standards are met and outputs are delivered.

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## **Are you intending to outsource or sub-contract any other work on this bid to third parties?**

We have identified the resource required to deliver the projects proposed and mapped these roles against the internal resource available internally within the Council. The input of specialist knowledge from officers and asset managers in different council service areas will be required at every stage in the programme delivery.

Internal resource has been identified as a risk and a budget has been identified to manage any contingencies relating to unforeseen additional resource requirements. For example, we believe our in-house Legal team will be able to deal with all legal issues, but circumstances may arise meaning that external advice is required. Our gap analysis has identified the additional external resource and specialist advice required to deliver a number of areas. The design elements of the proposal will all be outsourced to specialist consultants that will be led by a lead architect. The council will contract directly with these consultants. These roles include a landscape architect, civils / structural engineer, MEP/sustainability specialist, transport engineer, quantity surveyor, lighting consultant, accessibility consultant and wayfinding specialist.

We will also need to work with external consultants who are experts in developing apps and augmented reality who can work with the construction design team, Council officers as well as key stakeholders such as the Canterbury BID and historical groups such as Canterbury's World Heritage Site Committee and the Canterbury Commemoration Society to develop the stories to be told for the routes, story gardens and the local heritage offer. Partnership working and stakeholder engagement, including customer testing will be an essential part of their contract brief.

We have identified a number of surveys that need to be carried out by external contractors. For example, we have contracted with a geomatics survey service to carry out a site survey to enable a 3D data capture and to enable production of drawings and models of the castle. Where requested by Historic England,

Canterbury Archeological Society will be contracted to cut out test pits in sites where Scheduled Monument Consents will be required to determine whether archaeological remains would be disturbed by the proposed works.

The construction contractors will all be external appointments and we will outsource an independent contracts administrator with construction expertise to oversee that quality work has been carried out in accordance with the specification and in line with the budget.

Canterbury City Council will contract the delivery of the works to a number of main contractors, as also outlined in the earlier bid question - Summarise your commercial structure, risk allocation and procurement strategy which sets out the rationale for the strategy selected and other options considered and discounted. Some will subcontract elements of the work.

All suppliers and contractors will be made aware of the overall vision for the LUF project to ensure that they understand how their contract fits into the aims and objectives.

Contractors' work will be governed by a detailed specification and Bill of Quantities (BoQ), as outlined in the following bid question (how will you engage with key suppliers to effectively manage their contracts so that they deliver your desired outcomes). Following open adverts, the Council Contracts will mainly be awarded based on the most economically advantageous tender. Evaluation will include assessment of mandatory and discretionary criteria, including the construction programme, and a set of bespoke questions related to technical capability and experience.

Some allowance will be made for social value.

Contract documents will clearly define roles, responsibilities and key performance indicators and clearly outline the change request management process. Detailed monitoring of compliance with the specification will be by an independent contracts administrator. Work will also be monitored by the Project Manager, officers with relevant specialisms and members of the Design Team.

At the contract kick-off meeting, understanding of the brief and ways of working will be discussed to ensure that expectations are aligned and to avoid confusion further down the line. The contractor will also be introduced to key delivery partners. Standard agenda items for future meetings and templates (e.g. for progress reports and change control) will be agreed. The sign-off process for decision making at different levels will be covered.

The contract meetings and progress reports will address performance against delivery plan milestone and actions, progress against key performance indicators, change requests, risk management, health and safety concerns, and support required or issues to be resolved.

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## **How will you engage with key suppliers to effectively manage their contracts so that they deliver your desired outcomes**

The strategy is to develop, during the design phase, a detailed specification and bill of quantities (BoQ) for each element that is to be tendered. Quotations for construction and delivery of specific elements will be based on that specification and BoQ. Strict parameters will require that contractors price accurately, are not able to reduce quality to save cost (without authorisation) and take a portion of the risk associated with any escalation in the cost of materials (it would not be reasonable, in current market conditions, to expect them to take all the risk because of the high level of uncertainty about the cost of materials).

While it is inevitable that some variations will be needed as a result of unanticipated eventualities, it is expected that they will be minimal.

Canterbury City Council officers and other stakeholders with an interest in each project will be made aware that the specifications that go to tender are expected to be final. Variations will only be permitted where there is an especially strong reason.

The award of contracts to companies only takes place where they meet the Council's finance requirements. Due diligence on the financial standing of contractors is a mandatory part of the council's procurement strategy and takes place prior to awarding all contracts and we continue to monitor any potential changes in the companies financial standing throughout delivery of contracts.

The Project Manager and Core Team will focus, after contracts for delivery have been awarded, on checking that the projects are delivered in line with the specification and on considering any variations requested by the contractor or suggested by others. They will be assisted by the specialists on the Design Team in doing so.

The Corporate Project Manager will manage the contract for the design team. The other contracts will be contract managed by officers with extensive subject knowledge and experience. Contractors will be required to produce a delivery plan with their tender. It will include payment points. Stages in the delivery plan will align with the payment profile and will be signed off once complete.

The independent contract administration officer will check that work has been carried out in accordance with the specification and the tender pricing before drawdown requests are authorised and paid. A final retention payment will be withheld until practical completion.

Contractors will be required to put collateral warranties in place with any subcontractors to ensure that they fulfil their obligations under the main contractor's contract.

Contractors will be expected to have latent defect insurance to protect the investment once the building works are complete.

Contracts will ensure that contractors and consultants have adequate insurance in place e.g. public liability, employers liability, asbestos.

Each contract will have an agreed schedule of review meetings and progress reports. Contract review meetings will cover progress against the programme, change requests, risk management, health and safety concerns, and support required or issues to be resolved. Minutes will be taken.

Regular communication and progress reports will ensure that concerns are addressed promptly and any underperformance can be addressed.

A detailed delivery plan, with interdependencies highlighted, will enable the Project Manager and Core Team to identify the impact of any delays on other areas of the project and mitigate them.

A change control request form will be completed for every change that could affect the specification and / or impact on cost. The form includes: description of proposed change and why it is proposed; who it has been raised by; cost and time assessment; estimate of time for change; authorisation. Changes will be monitored and reported monthly at the Core Team meetings.

The Project Manager will report to the Core Team on progress against the delivery plan and budget as well as the Project Board that is responsible for the overall success of the project. They will escalate any issues or risks to Canterbury City Council's Strategic Management Team and, if necessary, the Cabinet.

A financial risk log is in place and will be monitored by the Project Manager and the Core Team.

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## **Set out how you plan to deliver the bid**

### Key milestones

An indicative programme is set out in section three of the delivery plan at annex E. The programme has been developed considering the risks, resources, site surveys, stakeholder engagement and the discussions with our



current design team around construction methodologies and timescales.

Year one will focus on the delivery of the St George's public realm and Poor Priests' Hospital restoration work alongside the enabling work for the other elements of the project. These are three large and complex pieces of work requiring input from different internal resources that will help to share the load.

The detailed design phase will be given time to ensure adequate identification and mitigation of potential risks and stakeholder engagement.

The programme for years two to three will deliver most of the construction works. The construction program has been put together to spread the workload, whilst also avoiding peak times for the more commercially sensitive areas, for example the car parks and high street. An additional consideration was the need to reduce disruption to the bus station during the school term.

#### Key Dependencies

The consents and approvals required are set out in section seven of the delivery plan. They are expected to be in place for the Poor Priests' Hospital and St George's Street work by Autumn 2022.

There are no dependencies between the various sites where work is to take place allowing us to take a flexible approach to delivery should there be delays in a specific location.

The work to the Castle Keep will need to be completed prior to the work to the garden and prior to the site being safely open.

The launch of the app and wayfinding is to an extent dependent on at least some of the other construction work being carried out.

All occupiers or owners of the land have been involved and given their support for the work.

#### Roles and responsibilities

There will be a Project Board who will provide the resources, direction and strategic management of the project. They will be accountable for the success or failures and will monitor the progress and risks against the agreed objectives and budget. The Project Sponsor will lead the Board; they will act to deal with risks and unblock any blockages.

The project will be managed by the Corporate Project Manager and a core team on a day to day basis. They will coordinate and monitor activity, risks, budget and communications, escalating any issues or risks to the Project Board as necessary.

The sub teams will be formed where activities would benefit from being more closely managed by subject matter experts. Typically the team leader will be responsible for monitoring any relevant consultants or contractors on the ground.

#### Skills, capability, or capacity requirements

The various roles identified above will all be undertaken by people with the relevant skills and experience and these have already been identified.

The input of specialist knowledge from a range of council officers will be required for a number of areas including: procurement specifications, contracts and financial management, identification of local customer needs, operational delivery, anti-social behaviour measures, technical knowledge about individual sites and assets and relationships with local stakeholders.

We have identified the external resource and specialist advice required to deliver the programme.

The design and construction elements of the proposal will all be outsourced to specialist consultants that will be led by a lead architect.

More can be seen in section 6 under resources and skills and experience in

the delivery plan at annex E.

#### Arrangements for managing any delivery partners

Regular and transparent communication will be essential for ensuring that contracts are delivered effectively and to ensure that any concerns or issues are addressed openly and swiftly.

Contract documents will clearly define roles, responsibilities, expectations and processes, including change control, that apply to that contract.

Progress meetings will take place at least monthly and will address performance against delivery plan milestones and actions, progress against key performance indicators, change requests, risk management, health and safety concerns, and support required or issues to be resolved.

Delivery partners will be invited to attend core project and sub team meetings as required by all parties.

A contract monitoring officer will be appointed to ensure that work has been carried out in accordance with the specification and in line with the budget before drawdown requests are authorised and paid. We would always withhold a final retention payment until practical completion.

Through use of a detailed delivery plan which identifies interdependencies, the core team will be able to identify the impact of any delays on other areas of the project and mitigate and monitor for these.

#### The strategy and communication approach for managing stakeholders

A number of stakeholder groups and statutory bodies have been actively involved in the development of the project so far.

Further engagement is needed to deal with the detailed design phase and to get input-in from communities not involved up to this point. The following is planned:

- \* Attending community meetings to talk about the project
- \* Leaflet drops in the locality of the Friars garden
- \* Inviting representatives of some of the groups to sit on selected sub groups
- \* Writing to specific stakeholders for formal comments
- \* Holding drop in events
- \* Informal and formal communication with our colleagues at Kent County Council Highways and Historic England
- \* Workshops to finalise the themes of the 'stories' to be told in the various gardens and the method of telling the stories

Formal consultation as part of listed building and any planning consents will follow all of the above where relevant. Where planning permission is sought on any parts of the project, we will adhere to the principles set out in our adopted Statement of Community Involvement.

More detail can be found in section ten of the delivery plan at annex E.

#### Plan for benefits realisation

Benefits management, monitoring and evaluation will be carried out by the city council to help understand the success of the LUF interventions, whether they are achieving desired outcomes, and how and why this is the case. The key research questions which will inform the approach will include:

- \* whether the rationale for intervention continued to apply during the implementation/operational phase;
- \* whether assumptions underpinning the Theory of Change and leading to benefits held in practice;
- \* the extent to which outputs, outcomes and impacts can be attributed to LUF interventions; and
- \* the impact of the LUF programme and whether it provides value for money.

Monitoring and evaluation activity will be undertaken by the council, delivery

partners and other stakeholders and include user and site surveys, economic analysis, ons data, partner data, More detail can be found at section 11 of the delivery plan at annex E.

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## **Demonstrate that some bid activity can be delivered in 2022-23**

The activity planned for 2022/23 includes the procurement of the St George's Street public realm works with construction commencing in January 2023. The detailed highway consent process is well underway and expected to be achieved by the end of the summer.

Procurement for the construction phase of the Poor Priests' Hospital restoration will commence in November 2022 so that construction can begin in February 2023.

Procurement of the design team for all other programme elements will start in November 2022 so that the detailed design work and consultation can commence early in 2023. November 2022 also sees the start of planned consultation on our plans for the Friars Garden, Castle and Dane John Gardens so that responses can feed into detailed designs and the consents and approvals process.

Focusing this work into year one allows us to adapt the programme for year two if issues emerge and will allow us to hit the ground running in that second year. This phase will also focus on consultation and close communications with key stakeholders like statutory bodies and the community.

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## **Risk Management: Set out your detailed risk assessment**

The Risk Register groups risks at each programme phase. The full and detailed risk assessment has been uploaded and can be seen in the Delivery Plan at annex E. The key risks are summarised below.

### **RISK CATEGORY 1: DESIGN AND CONSENTS**

There is risk that designs might have to be changed and there may be delay because of complications during the process of detailed design and achieving consents. We have frontloaded the types of projects more likely to be delayed to the beginning of the project to reduce the risk of delay and we have been working closely with responsible authorities during Riba stage 2 and will continue to do so in the detailed design stages. Project 3 has also been designed flexibly to allow these issues to be mitigated by changes to the routes, or garden locations. Changes to the specification, or an extension to the programme, might be necessitated by shortage of specific construction materials or lack of specialist contractors.

### **RISK CATEGORY 2: PROJECT MANAGEMENT AND PROCUREMENT**

The timing of the work could be affected if Canterbury City Council is unable to provide sufficient resource in project management. This is low risk because the teams are established and Canterbury City Council has committed resources.

### **RISK CATEGORY 3: CONSTRUCTION**

There is a risk that complications relating to the sites may emerge in the construction phase. This might be, for example, related to ground conditions, drainage, utilities or that building works reveal that more essential work is required (project 1 only). Civil engineers have provided reports for the sites requiring the most invasive work and utility and drainage surveys and condition surveys have been completed. A contingency has been allowed for in the costings.

There is a small risk that there will be flaws in the design. This will be mitigated by ensuring that the team that does the detailed design has experience of work on similar types of building.

The construction industry is in an unpredictable state currently with rising prices and shortage of labour. This increases the risk of contractors and / or suppliers going into administration. The risk of this will be reduced by due diligence at the procurement stage and ongoing monitoring of the financial state of contractors during the delivery phase. Splitting the work into discrete packages avoids over-reliance on a single contractor.

The main risk is that inflation in construction materials and contractor prices is higher than anticipated. High inflation in the wider economy, resulting in pressure to increase wages, could also have a negative impact. Canterbury City Council will seek to reduce the risk by purchasing up front, via lead contractors, as much construction material as possible at the outset of contracts to avoid inflation during the construction period.

There is a risk of disruption to bus station users/operator during the bus station redesign. The conceptual designs are for bus shelters that can be fabricated off site to reduce disruption and allow a phased approach to construction. Any disruptive works would take place during the school holidays to avoid the bus station peak usage. Stagecoach has prepared a dispersal plan to identify how the buses could operate during construction. St George's Street market traders have been offered alternative pitches. They have accepted this and are content that the works are being planned for their quietest time of year.

There is always a risk of accidents on site due to the nature of the industry. Contractors must have the relevant insurance and comply with the Construction (Design and Management) Regulations 2015 and they will be regularly inspected on the ground during delivery.

The Council's risk strategy sets out clear roles and responsibilities and is outlined in diagram 5 in section five of the Delivery Plan (annex E).

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## **Provide details of your core project team and provide evidence of their track record and experience of delivering schemes of this nature**

Canterbury City Council (CC) will be the accountable body for the LUF projects.

Financial accountability is clearly outlined in Canterbury City Council's Financial Procedure Rules. It specifies the financial responsibilities of the Full Council, the Cabinet, the Section 151 Officer, Heads of Services and other employees.

Accountability for delivery of the projects will ultimately reside with the Full Council.

### **PROJECT BOARD**

The Project Board will provide the resources, direction and strategic management of the project. It will monitor the progress and risks against the agreed objectives and budget. The Project Sponsor will lead the Board. He will act to deal with risks and unblock any blockages. Members of the Project Board will be:

Peter Davies - Director of Strategy and Improvement who will also be the Project Sponsor. Peter's experience includes strategic management and development of externally delivered council contracts, including housing, waste, grounds and voluntary and community sector. This included ensuring the delivery of the Council's key outcomes and priorities by external delivery partners and strategic management of the procurement of contracts

Bill Hicks - Deputy Director Place. Bill has +20-plus years of UK and International experience in major US corporations. More recently that experience includes managing the Thames Valley Berkshire LEP's £130m-plus+ infrastructure program. Bill also sits on the Canterbury Business Improvement District Board

Marie Royle - Deputy Director People. Marie is responsible for social housing, homelessness, private sector housing, asset management, community

services, resettlement schemes, enforcement, community safety, CCTV, Lifeline services. Chair of the district's local Community Safety Partnership. Recent project experience includes bringing our housing service in house, a large complex project with many strands and stakeholders.

Caroline Marlow - Head of Digital, Data and Improvement. Caroline's experience includes delivery of capital projects such as the c.£15m redevelopment of the Beane Art Museum in Canterbury. She has more than over 15 years' experience in strategic development and operational delivery within the visitor economy, culture and events and heritage sectors, and has a strong track record in establishment of alternative governance models and relationship and contract management of third party providers of cultural heritage assets. Caroline is currently responsible for digital and ICT services, organisational transformation, business performance and major corporate projects

Stacey Wells - Senior Projects and Programme Manager. Stacey is qualified in a number of project management techniques such as Prince2, Lean and Agile and has a strong record for delivering a number of high-profile and complex projects including a new festive real ice rink in Canterbury as well as capital repairs and improvements to a theatre. Over the last 20 years, she has managed both consultancy and building works contracts, as well as monitored the delivery of capital and revenue grants awarded to the educational and voluntary and community sectors.

#### CORE PROJECT TEAM

The project will be managed by the Corporate Project Manager and a core team on a day to day basis. They will coordinate and monitor activity, risks, budget and communications, escalating any issues or risks to the Project Board as necessary. The Core Team will be:

Jo Barton - Strategic Procurement Manager

Martin Hall - Environment Team Leader

Richard Moore - Head of Transport and Environment

Tim Odlin - Planned Works Team Leader

Aidan Potts - Contracts Manager (grounds maintenance)

Finance - to be assigned by the Chief Financial Officer

Josie Newman - Corporate Project Manager

Architect - tbc

The following will be part of the Core Team for the design stages:

Michelle Moubarack - Head of Culture, Leisure and External Development

Karen Britten - Planning Manager (Development and Engagement)

Scott Butler - Community Safety Team Leader

David Harte - Central Control, Lifeline and Markets Manager (CCTV)

Nicholas Thurston – Principal Policy Officer (Climate Change)

Sub-groups will be responsible for advising on specific aspects of the projects. They will work with the Design Team to produce a detailed specification and Bill of Quantities for each component and can advise on local customer needs and operational delivery, anti-social behaviour, technical knowledge about individual sites and assets and relationships with local stakeholders.

Case studies - recent council projects

Riverside Development (£115m mill opening July 2022) - the most recent phase of this development delivered 50,000 sq ft of commercial space including a cinema and 8 cafés, bars and restaurants, 189 new homes and 493 student bedrooms

South Quay Shed redevelopment (£550,000 - opened in May 2022) - The new South Quay Shed has replaced the previous asbestos clad eyesore at the harbour, combining high-specification materials and the old concrete frame to create a sustainable new building fully in keeping with its location.

Rough sleeper Reduction initiative (£1mill extension in March 2021) - An innovative project started in 2019 and was renewed following significant success in its first year with the city council taking the role as the lead authority and the bidder for funding, it now operates in eight districts in the county.

Canterbury Environment Company set up

Covid community Hub (March - July 2020) - The having been set up in a matter of days council staff were drafted in from a variety of departments to help run it, coordinating an army of more than 1,000 volunteers. Over the three months, more than 3,000 requests for support were received and deliveries of food or medicine were made to nearly 4,000 vulnerable people.

Station Road West Multi storey car park (£7.1million open in June 2020) - Station Road West has 380 spaces, with 20 spaces available for electric vehicle charging.

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## **Set out what governance procedures will be put in place to manage the grant and project**

The key elements of the Council's governance framework are:

Council, Committee Structure and Leader

- Collectively to provide leadership, develop and set policy and the Council's budget and carry out a number of strategic and corporate management functions
- Support the district's diverse community to thrive and succeed and encourage citizen involvement in decision making.

Scrutiny and Review

- Overview and Scrutiny Committee review Council's Policy and major projects and can challenge decisions
- The council also has an Audit Committee, Governance Committee and a Standards Committee which, in different ways, scrutinise the performance of the council and its ethical standards.
- The Scrutiny Sub Committee can also review committee decisions if the request for review falls within the criteria set out in the procedure rules.

Management Team

- Head of Paid Service is the Director of Corporate Services who is responsible for all Council staff
- Departmental Directors (3) each has a portfolio of responsibilities which may include statutory responsibilities, service areas, corporate themes and strategies and specific projects they are known collectively as the Corporate Leadership Team. They are supported by Heads of Service.
- Head of Finance and Procurement is the Councils Section 151 Officer and is responsible for safeguarding the Councils financial position
- Head of Legal is the Monitoring Officer who is responsible for ensuring legal compliance and promoting high standards of conduct from officers and councillors.

Risk management

- Risk registers identify both operational and strategic risks
- Key risks are considered by Management Team every quarter
- Strategic Risk Register is presented at Audit Committee each quarter to inform Councillors

For the Connected Canterbury Project this means that the Cabinet has set the expectations for the outputs that the project should deliver. The Council has also set the budgets that will provide the matched funding. Any significant deviation from either of these agreed things will require Cabinet (or Council if outside the budget or policy framework) approval. Everything else beneath is delegated to the officers to deliver.

The Project Board will provide direction and management and is accountable for success or failure. They will determine the resources available and outcomes required within the envelope of that set by the budget and policy framework and any other standing Cabinet decision. They will meet regularly to scrutinise the key project documents; the risk register, spend vs budget, project plan and issues and decisions log.

In turn the project manager will operate under that direction making day to day decisions on advice from the core team and the consultants specialists.

The Core team will meet frequently and review and scrutinise the key project documents. The project accountant and the procurement manager will be part of the core team. Sub teams, comprised of subject matter experts and relevant stakeholders from other authorities, will be briefed on the Council's governance policy and procedures and also asked to contribute to the assessment of risk as necessary.

The Council's Employee Code of Conduct sets out how and when to flag conflicts of interests, and this is embedded throughout the council. Equally all employees are required to periodically attend anti-fraud training.

The Council has a strong commitment to behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law this is demonstrated by various documents including the following:

- Gifts and Hospitality register
  - Employee Code of Conduct
  - Complaints procedure and policy
  - Annual Ombudsman report
  - Whistleblowing Policy
  - Prevention of Fraud & Corruption Policy
  - Annual Report on the Prevention of Fraud and Corruption
  - Procurement Strategy
  - Equalities Policy
- Behaviours Framework

The council also has a number of measure in place to monitor and manage risk:

- Risk Management Strategy and procedures
  - Risk register
  - Data Protection Policy and Information Security policy framework
- Cyber security training for all staff
- Compliance with the CIPFA Role of the S151 Officer in Local Government
  - Internal audit plan
  - Annual review by external financial auditors
  - Member/Officer Protocol

The Council's Financial Management system and records system will ensure that financial reporting and audit requirements are adhered to and the Council's Chief Financial Officer has confirmed that adequate assurance systems will be in place.

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## **If applicable, explain how you will cover the operational costs for the day-to-day management of the new asset / facility once it is complete to ensure project benefits are realised**

The investment to the Castle keep and Poor Priests Hospital will not add an additional revenue burden to the council. Bringing both back into a better standard of repair and preventing further deterioration.

The council has revised its strategy toward asset management and will be implementing this going forward to make sure the asset is better managed but we expect this to be within our own existing resources.

The additional soft landscaping will add an additional revenue burden. However, we have recently bought our ground maintenance contract in house and are reviewing the maintenance regime across the city, we believe there are many savings to be made with in the restructuring exercise as we move to a more pollinator and environmentally friendly regime (less cutting and perennial planting) we believe therefore that we will be able to absorb the new cost into our existing budgets as part of this timely assessment of works.

We also have a number of Friends groups who undertake volunteer work and it is anticipated that the investment will galvanise these groups and increase

volunteer activities helping community cohesion but also mitigating maintenance costs.

Much of the investment on the highway (the hard landscaping investment) will be dealt within existing highway contracts.

The ongoing cost associated with the bus station will be borne by Stagecoach and the ongoing cost associated with the EV chargers by the operators. The same is expected to be true of the infrastructure for the cycle hire.

There will be an additional burden on officers in regard to dealing with increased events, however, this is expected to be offset by the commercial events where the council will be able to make a charge.

Finally, the app and the wayfinding will need to be maintained and this will be an additional cost, however, we will work together with the Canterbury Bid to ensure it stays relevant and up to date and continues to offer a good visitor experience and believe that the additional costs of this can be managed within existing budgets.

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**Upload further information  
(optional)**

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## **Set out proportionate plans for monitoring and evaluation**

### Monitoring and evaluation 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 Theory of Change/Logic Model for the 'Connected Canterbury - Unlocking the Tales of England' Levelling Up Fund bid package which supports Section 6 (Strategic Fit). This sets the context and describes how (in theory) its objectives 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 relating both to the process of delivery and the impact of the interventions:

How effective was the delivery of the package, taking into account the achievement of milestones, efficiency of expenditure and the effectiveness of project and programme management?

Have the anticipated outcomes and impacts been achieved (and if not, is there evidence that they are likely to be)?

How far can outcomes and impacts be attributable to the Canterbury LUF package (i.e., the capital delivery of the three projects)?

What is the evidence for synergy between the three projects in the package and their component parts (i.e. was more achieved by delivering them together than there would have been separately, and were there any disbenefits from shared delivery)?

How far did the anticipated costs and benefits match the outcome? Our proposed approach to Benefit Realisation (quantitative and qualitative) is set out in the LUF Delivery Plan (Annex E).



How did the package complement other investments in Canterbury?

How did the package contribute to Canterbury's wider strategies for (inter alia) visitor economy development; climate change and environmental sustainability; community development; and transport and accessibility?

How did the package complement wider strategic investments or policies relating to the development of the visitor economy across East Kent or the wider region, and what evidence is there of 'spillover' effects from activities/ visitor numbers in Canterbury to neighbouring authorities?

Is there evidence that the package delivered value for money, compared with original expectations and evidence from schemes elsewhere?

What lessons can be learnt for future projects, policies and programmes, either in Canterbury or elsewhere in the UK?

Our approach

These research questions extend beyond evidence of 'delivery' to explore the nature of impacts and how they have been achieved. This ought to be valuable information for policymakers and programme managers elsewhere in considering how to deliver large-scale and complex public realm investments in historic settings.

Our approach differentiates between monitoring and evaluation, with the first providing essential information to inform the second.

Monitoring

From the start, we will monitor progress against spending and agreed milestones. This is part of the project management process, with regular progress reports made to the Canterbury Tales of England Board.

In parallel, we will collect data relevant to the objectives of the scheme. Table E in our LUF workbook sets out performance indicators with sources for monitoring each objective, the frequency of collection and responsibility for this. These have been identified in accordance with the package Theory of Change. At a minimum, this will involve data relevant to the area of impact, but we will give consideration to the viability of identifying a 'control' or comparison area for which data might also be collected.

Data that we anticipate collecting is set out below, against each of our objectives. Baseline data will be collected at the start, before the package is delivered:

Baseline data

- \* Visitor numbers (based on published data and city centre survey) and estimated expenditure;
- \* Visitor numbers at key attractions;
- \* Footfall at key points in the city centre;
- \* Vacancy rates;
- \* Cyclist and pedestrian numbers at key locations; and
- \* Resident, business and visitor perceptions (survey based).

This will also be collected post-intervention.

Project monitoring data

- \* Project expenditure, relative to expectations
- \* Leverage (including additional investments not anticipated at the outset of the project)
- \*LUF 'outputs' monitoring data:
  - \* Heritage buildings renovated/restored
  - \* Public realm created/improved
  - \* Public facilities/amenities improved
  - \* Green space improved
  - \* New trees planted
  - \* Cultural space created or improved
  - \* Events space created or improved
  - \* Volunteering opportunities supported

- \* Educational opportunities supported
- \* Cycle ways/pedestrian paths improved or created
- \* Car parking spaces improved
- \* New public wi-fi hotspots created
- \* Alternative fuel charging points

Key non-LUF outputs will also be monitored (e.g. power hook-up points, commercial concessions, wayfinding and interpretation, security, lighting)  
Evaluation

Evaluation will focus on the impacts of the scheme and the extent to which, and how, these have been met. This will refer to our 'Theory of Change' while using mixed methods (e.g. data analysis, visual observation and stakeholder consultation) to explore key evaluation questions.

We propose to commission an external evaluation of the scheme, which will report at three points:

First, 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 monitoring data and set out how qualitative insights may be obtained (for example through stakeholder interviews). The Baseline Report will also set out current expectations of delivery (which may have changed from the business case), and will highlight any emerging issues and how they have been managed.

Second, within six months of completion. This will consider the effectiveness of the scheme development process, including partnership issues and project design, and will provide early evidence on emerging outcomes, the likelihood that impacts will be achieved and other factors that may influence outcomes.

Third, within two years of completion. This will update the interim report, examine the effects of the project on policy and wider outcomes, and identify lessons for the future.

A key challenge is establishing a suitable counterfactual against which to demonstrate value for money. The Evaluation Plan should explore this, although the quality of baseline data in demonstrating conditions (and perceptions) prior to intervention will be important in building evidence of what may have happened in the absence of intervention.

Resourcing and governance

Monitoring and evaluation will be the responsibility of Canterbury City Council.

We have planned for a budget of £60,000 to support M&E. There is a competitive market for this work, including through locally-based suppliers.

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## Senior Responsible Owner Declaration

Upload pro forma 7 - Senior Responsible Owner Declaration

Proforma 7 - Connected Canterbury.pdf

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## Chief Finance Officer Declaration

Upload pro forma 8 - Chief Finance Officer Declaration

Proforma 8 - connected Canterbury.pdf

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## Publishing

URL of website where this bid will be published <https://news.canterbury.gov.uk/>

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## Additional attachments

### Additional file attachment 1

Upload attachment Annex D - Letters of Support uploaded-20220731T111158Z-001.zip

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### Additional file attachment 2

Upload attachment Annex G - Poor Priests Hospital.zip

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### Additional file attachment 3

Upload attachment Annex H - Canterbury Castle.zip

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### Additional file attachment 4

Upload attachment Annex F - Design Team Documents.zip

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### Additional file attachment 5

Upload attachment Annex K - Canterbury District Local Plan & Heritage Strategy.zip

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### Additional file attachment 6

Upload attachment Annex L - Canterbury LUF Package Development Process.zip

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### Additional file attachment 7

Upload attachment Annex I - Case of need-strategic fit.zip

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### Additional file attachment 8

Upload attachment Canterbury LUF Delivery Plan .pdf

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### Additional file attachment 9

Upload attachment Annex J - Other supporting diagrams..zip

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## Project 1 Name

Heritage Assets and Spaces

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## Provide a short description of this project

This heritage-led regeneration project will repair/preserve and reopen Canterbury Castle. It will also carry out urgent renovation repairs to the former Poor Priest's Hospital, enabling the current occupier to take forward their plans to completely restore the building.

These assets will become free to enter, publicly accessible attractions

repurposed for economic (events/activities) and learning (Marlowe 'Kit') activities. These will be supported by a transformation of key heritage settings including the Castle grounds and the creation of public squares at Westgate Towers/fortifications and St George's Tower (medieval clock/ bell tower). Revitalised heritage attractions will serve as a catalyst for increased footfall and economic and cultural activity, boosting Canterbury's 'destination' offer and public pride.

---

## Provide a more detailed overview of the project

Makes vital heritage repairs and attraction improvements to Canterbury's 11th century Norman castle, preserving and reopening this with memorable, stimulating visual experiences (e.g. fully accessible ramp, mesh walkways, shallow reflecting pools, orientation point/s) and supporting infrastructure including landscaping, lighting and signage.

Carry out high priority heritage repairs (e.g. roof, walls, external joinery) to the Grade I listed Poor Priest's Hospital. This safeguarding work would allow the Marlowe Theatre Trust to continue operating its 'Kit' project (performing arts for young people) while also forming part of a 'heritage restoration tourism' route giving public access to view the work and adding value to Project 3. The LUF funded renovation represents the first phase towards a major redevelopment of the site.

The Marlowe Theatre Trust has applied for Heritage Lottery funding to transform the building (interior) and grounds into a regionally important Creative Learning Centre, a major city attraction completely restoring the unique Great Hall, chapel of St Mary and ancillary spaces to their medieval glory and interpreted for visitors through tours and digital experiences.

Transform three major public realm based heritage settings - improve the Castle grounds, create new Westgate Square (for historic fortifications) and Clock Tower square (setting for St George's Tower a medieval bell tower) supported by enhanced landscaping, feature lighting, planting, signage, seating and power to safeguard and showcase the character and significance of their heritage assets.

### Opportunities and Impacts:

- \* Recreates assets as heritage 'destinations' supported by high quality public spaces;
- \* Catalyses increased footfall and events;
- \* Provides tangible, visible improvements that visitors enjoy and local people have pride in; and
- \* Enables the 'Kit' (e.g. young people creative skills/literacy project) to continue operating from the site while also supporting redevelopment plans to completely restore the site providing a Creative Learning Centre and permanent home for the Kit; and
- \* Boosts Canterbury's heritage destination 'offer' and restores public pride.

### Challenges addressed:

- \* Important historical assets are badly degrading and 'hidden' from the public;
- \* Heritage settings fail to match assets' significance, being in a poor condition and 'hotspots' for antisocial behaviour;
- \* Canterbury is failing to offer heritage based experiences that visitors want;
- \* Fulfils a community priority to increase investment in heritage to support a struggling visitor economy; and
- \* Public concerns that Canterbury's important heritage is 'neglected'.

### Coherence:

Investment in heritage and settings would create improved 'assets' that can be connected, unlocked and promoted (i.e. their history and stories) by other LUF interventions. This will provide visible attractions that complement established city sites (e.g. Cathedral) and develop a stronger, far more positive experience for visitors and residents.

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## Provide a short description of the area where the investment will take place for this project

The investment will take place in Canterbury City Centre (i.e. within its city walls) targeting three key locations:

### Canterbury (Norman) Castle and grounds

Managed by the city council this scheduled ancient monument is located immediately adjacent to the south west section of the city walls. Substantial sections remain intact but it is currently closed off to the public. The Castle is easily accessible and reachable by foot and bike from the city's railway stations and car parks.

### Former Poor Priests' Hospital

This 12th century, Grade I listed building was the medieval Hospital of St Mary of the Poor Priests. It is located at Nos 20A and 21A, Stour Street in the city centre, just off the High Street overlooking both the River Stour and the historic Greyfriars - the first Franciscan friary in England. City council owned, it is currently used by the Marlowe Theatre Trust (short lease) to deliver its 'Kit' creative/cultural learning project.

### Westgate Towers and St. George's Church Tower

These are located along the High Street (St Peter's Street and St. George's Street sections respectively) inside the city walls. The Westgate is England's largest surviving medieval gateway with spectacular views of Canterbury from the battlement's viewpoint. Their High Street settings connect to the city's commercial area, occupying open spaces. The Westgate area is traversed by a busy road and surrounded by several vacant buildings.

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## Transport project location details for this project

N/A

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## Further location details for this project

### Project location 1

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<b>Postcode</b>	CT1 2BL
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### Grid reference

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<b>Upload GIS/map file (optional)</b>	Heritage Revival.zip
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<b>% of project investment in this location</b>	19%
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### Project location 2

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<b>Postcode</b>	CT1 2NZ
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### Grid reference

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<b>Upload GIS/map file (optional)</b>	
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<b>% of project investment in this location</b>	21%
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**Project location 3**

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<b>Postcode</b>	CT1 2PT
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**Grid reference**

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**Upload GIS/map file (optional)**

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<b>% of project investment in this location</b>	49%
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**Project location 4**

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<b>Postcode</b>	CT1 2TF
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**Grid reference**

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**Upload GIS/map file (optional)**

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<b>% of project investment in this location</b>	11%
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**Select the constituencies covered by this project****Project constituency 1**

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<b>Select constituency</b>	Canterbury
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<b>Estimate the percentage of this package project invested in this constituency</b>	100%
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**Select the local authorities / NI councils covered by this project****Project local authority 1**

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<b>Select local authority</b>	Canterbury
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<b>Estimate the percentage of this package project invested in this Local Authority</b>	100%
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**What is the total grant requested from LUF for this project?**

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£6460338

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**What is the proportion of funding requested for each of the Fund's three investment themes?**

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<b>Regeneration and Town Centre</b>	0%
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<b>Cultural</b>	100%
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## Confirm the value of match funding secured for the component project

£650000

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## Provide details of all the sources of match funding within your bid for this component project

There are no funding gaps for LUF Project 1. However one funding issue needs to be explained and clarified.

Poor Priest's Hospital (Heritage Lottery Funding).  
LUF funding would make essential repairs to the building's Grade I heritage elements (e.g. roof, walls). These safeguarding works would protect the building against further physical degradation allowing it to remain safe and open to current occupants (Marlowe Theatre Trust) while also being incorporated into proposed city heritage 'routes' as a restoration/ conservation tourism attraction (i.e. within LUF Project 3).

This LUF funded work represents the first phase towards a major redevelopment of the site (see Annex G - Marlowe Kit Business Plan & Annex I). The Marlowe Theatre Trust has applied for Heritage Lottery funding to fully restore and transform the rest of the building and grounds into a regionally important Creative Learning Centre and permanent home for the 'Kit'. This would provide the region's young people with opportunities to create and learn from industry professionals and the world class artists and companies who perform at the Marlowe. The building will become a major city attraction by restoring its unique Great Hall, chapel of St Mary and ancillary spaces to their medieval glory and interpreted for visitors through LUF funded urban heritage routes and digital experiences (LUF Project 3). The National Lottery Heritage Fund awaits the outcome of the LUF bid.

LUF funding to safeguard the site could unlock in the region of £7 million additional funding for the redevelopment project from statutory funders, trusts and foundations and individual giving.

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## Value for money

### Quantified impacts

The project will deliver total quantified benefits of £23.755 million over a 25 year appraisal period.

These are broken down as follows. Note that we have applied 10% optimism bias to all benefits unless stated otherwise, and we have discounted benefits for additionality as set out in the economic case for the package overall and the Economic Case Supplementary Paper:

\* Additional visitors: We anticipate that the combined investment through Canterbury Tales of England could support an additional 200,000 visitors per annum, ramping up from 2025/26. This will lead to additional visitor spend in the city, driving employment and GVA. We apply these benefits proportionately to total capital expenditure on each project, yielding benefits of £16.566 million; Further additional spend generated from additional events in Project 1 (e.g. Norman Castle), plus additional markets at Westgate and St Georges. This could generate some £672k per year in additional expenditure, or c. £1.9 million net over the appraisal period;

\* Additional volunteers: Heritage activities offer potential for volunteering opportunities, and we anticipate this taking place at Canterbury Castle. Based

on analysis by Canterbury City Council of current Friends of... and amenity groups linked with heritage activity, we anticipate scope for at least 115 volunteering opportunities (split between this project and Project 3 - Connecting Our Heritage), building up to 'steady state' in 2028/29. Using Government guidance on measuring subjective wellbeing, we assume a value of £911 per volunteer per year. Multiplying this up and assuming 10% optimism bias gives benefits of £606k;

\* Educational benefits: These relate to the benefits of safeguarding the Marlowe Theatre's youth theatre project, the Kit, which is based in the Poor Priests' Hospital. Without intervention, there is a risk that the Poor Priests' Hospital building will become unsafe to use, meaning the loss of this facility in this location. We assume a cohort of 80 16-18 students via Canterbury College, with assumptions made on progression and wage premia. We assume a high level of deadweight, since most students would still gain a relevant qualification somewhere else, leading to net benefits of £2.75 million; and

\* Heritage assets: Recent research has considered the value of heritage assets in terms of users' 'Willingness to Pay', reflecting their intrinsic community value. This should apply to the restoration of the Castle and Poor Priests' Hospital: based on evidence of studies elsewhere reported by DCMS, we assume a 'Willingness to Pay' estimate for both assets, using DCMS guidance and Capital Evidence Bank for valuation of cultural and heritage assets, we assume a benefit of £338k, on completion of works in 2025/26.

#### Non-monetised benefits

These include the safeguarding of the 'intrinsic value' of the Norman Castle and Poor Priests' Hospital, both of which are of major historical significance but are at risk in the absence of intervention.

The project will also deliver a free, publicly accessible major heritage destination and safeguard the site enabling a major redevelopment which will create a regionally important Creative Learning Centre leading to 12,500 learning engagements p.a. including young people/schools from deprived areas/or with disabilities. It will also unlock a new café area with riverside terrace and break out space overlooking River Stour and other important heritage sites.

Environmental benefits include improved pedestrian access and improved local environmental quality, as well as improved energy efficiency within Canterbury's historic buildings.

#### Negative impacts

The main negative impact is disruption during the construction works phase. This will be temporary, and will be managed to ensure that impacts on the peak visitor season are minimised

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## BCR and value assessment

If it is not possible to provide an overall BCR for your package bid, explain why below

N/A

## Benefit Cost Ratios

Initial BCR	2.64
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Adjusted BCR	2.88
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## Non-monetised benefits for this project

It is expected that Project 1 (Heritage assets & spaces) will also deliver non-monetised benefits as follows:

### Residential land value uplift

It is plausible to anticipate an increase in land values of properties and sites overlooking, adjoining and/or directly impacted by improvements to heritage properties and important heritage settings. We have not monetised land value uplift, partly to avoid double-counting with the GVA benefits identified, and partly because of the unique and varied nature of the city's historic environment. Any increase in land values we will seek to measure through evaluation.

### Visitor economy spillover benefits to rest of Kent

Economic Impact studies have identified the historic spillover effect of Canterbury's visitor economy on other areas. It is anticipated that by improving the city's heritage offer will attract more visitors who will stay longer thereby contributing in linked trips to neighbouring areas. This can be gleaned via visitor surveys.

### Equality of access

The project will open up proposal sites to a wider audience with these being assessed by Accessibility consultants (see Part 4, Equalities). An Audience Development Plan for the Castle estimates 45,000 visitors p.a. with potential beneficiaries including people with special needs (physically disabled people). A Business Plan for the 'Kit' project (Poor Priests' Hospital) has helped define and quantify new participants (e.g. learners) will target participants in line with its Audience Development/Diversity strategies.

### Education and public participation in culture

Levels of national participation are identified via DCMS surveys as a baseline. The Marlowe Theatre Trust has assessed potential participation via its business plan for its 'Kit' project (i.e. Poor Priests' Hospital). We have also assessed potential uplift in volunteering opportunities via liaison with local stakeholder groups and used case studies from elsewhere to assess how AR technology can enable more people to access heritage.

### Positive contribution to a reduction in antisocial behaviour and increased civic pride and 'sense of place'

The bid identifies the problem locations, current ASB levels via police neighbourhood and national crime data and the extent of this challenge locally (perceptions). Similarly consultation work from 2020 and 2021 for our new Local Plan (2040) provides a valuable baseline on the community's current perceptions of the city centre. The proposals are expected to improve both by reducing ASB levels in 'hotspots' and enhancing residents' perceptions (pride in place) to be measured through crime data and community surveys.

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## Does this project include plans for some LUF grant expenditure in 2022-23?

Yes

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## Could this project be delivered as a standalone project?

Yes - the project could be delivered as a standalone project

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## Demonstrate that activity for this project can be delivered in 2022-23

From the moment confirmation of the grant is received we will initiate the procurement for the construction phase of the Poor Priests' hospital restoration of the detailed design team for the other elements.

By March 2025 we expect the following in relation to the Poor Priests' Hospital restoration:

- \* We will have the contractor in place;
- \* The hoarding, lighting and signage will be in place to facilitate the restoration tours during the restoration work at a cost of around £130,000;
- \* We will have spent around £100,000 on the restoration work.

We'll be around 40% through the detailed design phase of the other elements with around £90,000 expenditure incurred.

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## Statutory Powers and Consents

List separately below each power/consents etc. obtained for this project

N/A

Upload content documents (optional)

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## Outstanding statutory powers/consents

The listed building consent required for the Poor Priest Hospital will be applied for this summer and is expected to be in place by October 2022.

Scheduled Monument Consent and planning permission for the Castle and Gardens is expected to be in place by the end of October 2023. Historic England have already seen and are happy with the RIBA stage 2 design although with

Highway consent (section 278 agreement) for the Clock Tower and Westgate Squares is expected to be in place by the end of October 2023.

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## Project 2 Name

Green Arrival

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## Provide a short description of this project

This project will improve key elements of Canterbury's arrival infrastructure. This comprises three city car parks (Castle Row, Longport, St Radigunds), public facing areas of the eastern gateway to the city centre including the Bus Station and St George's Street. A programme of visible improvements to landscaping, green planting, lighting, signage, seating, shelters and new EV charging points and bike facilities will be provided.

LUF investment will ensure a quality public realm commensurate with Canterbury's status as a World Heritage Site. Revitalised arrival areas will increase footfall and economic activity, boosting the Canterbury visitor experience, public pride and orientating people to LUF supported interventions.

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## Provide a more detailed overview of the project

### Delivery

The project revitalises key city public realm arrival points through a programme of visible improvements to landscaping, green planting, lighting, signage, seating and shelters as well as new EV charging points and bike facilities. It focuses on

- \*Castle Row, Longport and St Radigunds car parks;
- \*Canterbury Bus Station (public facing area) and the public realm surrounding this; and
- \*St George's Street section of the high street

### Opportunities and impacts

- \* Rejuvenates degraded public arrival/welcome points delivering an exemplary visitor experience;
- \* Improves spaces that connect people to the city's heritage assets and settings;
- \* Disperses people through clear and welcoming orientation; and
- \* Shifts perceptions around bus, bike and EV usage while delivering gains to Canterbury's Clean Air Zone.

### Challenges addressed

- \*Economic priorities to support a struggling retail and hospitality sector with declining footfall and problem high street vacancy rates;
- \*Residents concerns about a tired and unattractive city centre blighted by vacant space and vagrancy/rough sleeping; and
- \*City centre 'hotspots' for antisocial behaviour and air quality problems.

### Coherence

This component is vital to improving strategic city centre locations that are well placed to connect users to other LUF interventions, notably heritage assets and settings. An excellent welcome experience would set the quality bar high immediately on people's arrival before orientating them to the improved destination offer. Reinforcing the important theme of 'heritage settings' some sites (e.g. St George's Street) are commercial areas that also need to provide quality backdrops for heritage (e.g. medieval bell tower).

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## Provide a short description of the area where the investment will take place for this project

The investment will take place in Canterbury City Centre targeting several sites:

Castle Row (Castle Street/Castle Row) is an uncovered, surfaced 86 space car park well positioned to attract visitors off of the city's Wincheap roundabout and Rheims Way section of the A290 ring road. It occupies the piece of land linking the Castle and Dane John Gardens.

Longport (Longport) is an uncovered, surfaced 118 space car park serving the east of the city, notably visitors arriving from the A257 and A2050 (New Dover Road) opposite the main gate of St Augustine's Abbey (one of the world heritage sites locations).

St Radigunds (St Radigunds Street) is a large, uncovered, surfaced 270 space car park serving visitors arriving north of Canterbury (from north East Kent - A28).

Canterbury Bus Station (St George's Lane) is the busiest bus interchange in

Kent also integrating taxis and coaches close to Canterbury East and West (HS1) train stations. The proposed intervention would focus on the public facing area (e.g. arrival, drop off, shelters, landscaping and signage)

St George's Street is a key eastern entrance to the city centre providing a 113m section of Canterbury's High Street. It serves as an important connecting link/space for visitors walking into its core commercial area from the Bus Station and car parks, hotels and universities. It comprises shops, cafes, restaurants, seating and public realm while critically acting as a central artery to the rest of the city centre and a setting for medieval and Edwardian heritage.

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## Transport project location details for this project

Electric vehicle chargers are proposed in each of the three car parks covered by the project which would provide a total of 30 spaces for electric vehicle charging.

Across the whole district currently we have 16 off-street dual chargers and 8 on street dual chargers.

Projections of electric car ownership (7,000 by 2025) for the district indicate that we need to provide around 300 charging spaces by 2025 to meet minimum demand.

The other element is the provision of a bike hire scheme. The intention is to invite providers to co design a docked cycle hire scheme. Currently there is a traditional cycle hire business operating in the city based on booking and collecting within office hours.

There is also an e scooter trail in operation - this has proven divisive. It is very popular with users indicating a local appetite for on demand travel of this type, however, it is not a docked system and the e scooters have also attracted numerous complaints as they are left in congested and already cluttered places blocking the pavements.

A docked cycle hire scheme, although more expensive to start, should prevent some of those issue occurring and would appeal to a wider range of people, also allow for longer journeys as satellite areas can be bolted on.

Conversations with operators of similar schemes indicate that the level of investment we are proposing will enable a viable scheme to be set up in Canterbury.

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## Further location details for this project

### Project location 1

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**Postcode** CT1 1DU

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**Grid reference**

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**Upload GIS/map file (optional)** Green Arrival.zip

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**% of project investment in this location** 7%

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### Project location 2

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**Postcode** CT1 2AA

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**Grid reference**

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**Upload GIS/map file (optional)**

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**% of project investment in this location**      7%

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**Project location 3**

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**Postcode**      CT1 2BL

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**Grid reference**

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**Upload GIS/map file (optional)**

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**% of project investment in this location**      1%

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**Project location 4**

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**Postcode**      CT1 2NZ

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**Grid reference**

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**Upload GIS/map file (optional)**

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**% of project investment in this location**      1%

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**Project location 5**

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**Postcode**      CT1 2PT

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**Grid reference**

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**Upload GIS/map file (optional)**

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**% of project investment in this location**      23%

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**Project location 6**

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**Postcode**      CT1 2SY

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**Grid reference**

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**Upload GIS/map file (optional)**

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**% of project investment in this location**      43%

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**Project location 7**

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**Postcode**      CT1 2TF

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**Grid reference**

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**Upload GIS/map file (optional)**

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**% of project investment in this location**      18%

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**Select the constituencies covered by this project**

## Project constituency 1

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Select constituency Canterbury

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Estimate the percentage of this package project invested in this constituency 100%

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## Select the local authorities / NI councils covered by this project

### Project local authority 1

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Select local authority Canterbury

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Estimate the percentage of this package project invested in this Local Authority 100%

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## What is the total grant requested from LUF for this project?

£4822401

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## What is the proportion of funding requested for each of the Fund's three investment themes?

Regeneration and Town Centre 89%

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Cultural 0%

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Transport 11%

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## Confirm the value of match funding secured for the component project

£1312038

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## Provide details of all the sources of match funding within your bid for this component project

This is secured, with the exception of £100k in Section 106 monies, which we expect to receive in 18 months' time.

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## Value for money

Quantified impacts.

The project will deliver total quantified benefits of £20.9 million over a 25 year appraisal period.

These are broken down as follows. Note that we have applied 10% optimism bias to all benefits unless stated otherwise, and we have discounted benefits

for additionality as set out in the economic case for the package overall and the Economic Case Supplementary Paper:

\* Additional visitors: We anticipate that the combined investment through Canterbury 'Tales of England' could support an additional 200,000 visitors per annum, ramping up from 2025/26. This will lead to additional visitor spend in the city, driving employment and GVA. We apply these benefits proportionately to total capital expenditure on each project, yielding benefits of £13.98 million;

\* Additional city centre footfall: We anticipate that improved arrival should lead to additional business activity in the area immediately affected around the St George's Street area including the Bus Station and St George's Street. To model this, we considered a range of areas of potential impacts, working outwards from the core points of arrival and estimating the uplift in terms of business turnover and GVA that could be achievable. Taking the most conservative of the estimates, there are 193 businesses located in the defined primary and secondary intervention area. A 2.5% increase in turnover would yield around £1.36 million in annual additional GVA. With additionality, this yields around £5.25 million.

In addition, there will be benefits gained through the construction phase.

Non-monetised benefits are set out below.

Negative impacts

The main negative impact is disruption during the construction works phase. This will be temporary, and will be managed to ensure that impacts on the peak visitor season are minimised.

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## BCR and value assessment

If it is not possible to provide an overall BCR for your package bid, explain why below	N/A
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## Benefit Cost Ratios

Initial BCR	2.71
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Adjusted BCR	2.95
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## Non-monetised benefits for this project

It is expected that Project 2 (Green Arrival) will also deliver non-monetised benefits as follows:

Residential and commercial land value uplift

It is plausible that Project 2 would lead to an increase in land values of properties and sites overlooking, adjoining and/or directly impacted by improvements to the public realm and important heritage settings. We have not monetised land value uplift, partly to avoid double-counting with the GVA benefits identified, and partly because of the unique and varied nature of the city's historic environment. Any increase in land values we will seek to measure through evaluation.

Catalytic effects on public and private investor confidence

Increased visitor numbers, footfall and trade will have a positive impact on

future investment. Some of this is already counted in the business turnover and visitor spend impacts in the appraisal for Project 2 – for example, where this directly leads to new investment in the retail and hospitality offer. But the city's greater attractiveness and vitality resulting from the package should also increase its appeal to new investors which will help address 'blight ' (e.g. vacant sites) and regenerate stalled schemes along the High Street and elsewhere. Its potential impact on this problem can be evaluated. Project 2 also promotes the city as a place to work, diversifying its offer beyond the retail and leisure-based economy. This should help to make the most of the city's other key assets (notably its universities and its good rail connectivity) and will add value to other recent city centre investments, such as in Kent and Medway Medical School.

#### Environmental benefits

The council has a legal duty to tackle air pollution and quality concerns. As this needs urgent attention in Canterbury it will implement a non charging Clean Air Zone (CAZ). Elements of Project 2, such as installing additional EV charging points, would support other CAZ action plan measures to tackle rising air pollution levels in the Canterbury AQMA. By delivering visible improvements will make a major contribution to tackling this and enhancing community pride. We will monitor this as part of (air quality) monitoring (e.g. Reducing Annual mean NO2 concentrations).

Positive contribution to a reduction in Anti Social Behaviour and increased civic pride and 'sense of place'

The bid identifies the ASB problem locations in Project 2 (e.g. St George's Street) using police neighbourhood and national crime data and the extent of this challenge locally (community perceptions). Similarly consultation work from 2020 and 2021 for our new Local Plan (2040) provides a valuable baseline on the community's current perceptions of the city centre. The proposals are expected to improve both by reducing ASB levels in 'hotspots' and enhancing residents' perceptions (pride in place) to be measured through a combination of crime data and community surveys.

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### Does this project include plans for some LUF grant expenditure in 2022-23?

Yes

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### Could this project be delivered as a standalone project?

Yes - the project could be delivered as a standalone project

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### Demonstrate that activity for this project can be delivered in 2022-23

By March 2025 we expect that we'll be around half way through the St George's Street work on the ground which will be around £500,000 expenditure.

We'll also part way through the detailed design phase of the other elements with around £40,000 expenditure incurred.

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### Statutory Powers and Consents

List separately below each power/consents etc. obtained for this project

N/A



## Outstanding statutory powers/consents

Scheduled Monument Consent for the city wall and Castle Row Car Park is expected to be in place by the end of October 2023.

Highway consent (section 278 agreement) for St Georges Lane, Gateway Garden and Westgate Squares and on other areas where cycle docked will be placed, by the end of October 2023.

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## Project 3 Name

Connecting our heritage

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## Provide a short description of this project

This will complete the intervention package by developing cycling and walking 'heritage' routes connecting people to LUF projects, wider heritage attractions and nine Story Gardens. The hidden stories and historic connections of heritage would be unlocked through an augmented reality app for smartphones. The experience of the routes and gardens will be enhanced by wayfinding and improvements to seating, lighting, landscaping and cycle hubs. Working in tandem with other LUF interventions the experiences generated by this project would boost public pride and transform user and visitor perceptions of Canterbury while attracting and dispersing visitors around the city, extending stays, dwell time and spending.

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## Provide a more detailed overview of the project

### Delivery

The project comprises three components:

- \* Heritage cycling and walking routes connecting people to LUF projects and other heritage attractions/commercial areas with wayfinding upgrades;
- \* Nine city centre Story Gardens, notably Dane John Gardens, enhanced with new landscaping, seating, lighting, signage and bike hire/storage; and
- \* Heighten people's experiences of city heritage/assets with an Augmented Reality led digital app.

### Opportunities and impacts

- \* Supports and accelerates the city's retail and hospitality sector recovery;
- \* Raises Canterbury's proposition via higher value 'staying' visits and improved economic confidence;
- \* Improves residents' pride in place via more secure and enjoyable public realm;
- \* Builds on existing strengths (e.g. World Heritage Sites); and
- \* Combines immersive experiences with healthier activities - walking and cycling.

### Challenges addressed

- \* Levelling Up Canterbury (with peer historic destinations) and addressing other economic challenges (e.g. struggling retail and hospitality sector);
- \* Limited/poor visitor experience and loss of international tourists;

\* Residents' concerns about a tired and unattractive city centre; and Lack of 'connectivity' between heritage assets, green spaces and commercial areas.

#### Coherence

This completes a transformational intervention package by connecting people, including new audiences, with LUF interventions, other heritage and Canterbury's role in the 'Story of England'. The routes between assets and green spaces would be enhanced while building on existing strengths (e.g. World Heritage Sites). Alongside the innovative use of technology for educational and entertaining interpretation, this project would ensure people have an excellent all round experience from arrival to departure.

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## Provide a short description of the area where the investment will take place for this project

City-wide proposed routes would ensure visitors/users are able to interact with everything the city centre offers, notably the LUF interventions. New routes include the following (although note that some of the names may change in the delivery phase as part of the marketing):

- \* Castle walk - a circular route connecting the city wall, bus station, Dane John, Castle, High Street and Clock Tower square
  - \* World Heritage Walk - connecting the three world heritage locations, High Street and Longport car park
  - \* Riverside walk - connecting the Castle, Friars Garden, Westgate Square and St Radigunds car park
  - \* The complete story garden walk - a circular route taking in each garden
  - \* Pilgrims mile - a linear route following the footsteps taken by Henry III from St Dunstan's church to the Cathedral, St Augustine's Abbey and St Martins Church
- Riverside walk

The route will also incorporate nine new 'Story' gardens across the city centre, including important green spaces that also provide settings for important heritage like the grade II listed park the Dane John; with play area, bandstand, highway, retail concession and events space; and small currently uninspiring places like the proposed Aphra Garden on the High Street.

The Augmented Reality driven app technology will activate at multiple locations enhancing orientation along heritage routes 'unlocking' stories of the Norman Castle, former Poor Priests' Hospital, Westgate Towers and other built heritage assets (i.e. interacting with Project 1).

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## Transport project location details for this project

N/A

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## Further location details for this project

### Project location 1

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Postcode	CT1 1DU
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### Grid reference

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Upload GIS/map file (optional)	Connecting Heritage..zip
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% of project investment in	3%
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this location

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**Project location 2**

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**Postcode** CT1 2AA

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**Grid reference**

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**Upload GIS/map file (optional)**

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**% of project investment in this location** 13%

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**Project location 3**

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**Postcode** CT1 2HG

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**Grid reference**

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**Upload GIS/map file (optional)**

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**% of project investment in this location** 3%

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**Project location 4**

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**Postcode** CT1 2NZ

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**Grid reference**

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**Upload GIS/map file (optional)**

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**% of project investment in this location** 24%

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**Project location 5**

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**Postcode** CT1 2PT

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**Grid reference**

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**Upload GIS/map file (optional)**

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**% of project investment in this location** 1%

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**Project location 6**

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**Postcode** CT1 2QS

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**Grid reference**

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**Upload GIS/map file (optional)**

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**% of project investment in this location** 22%

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**Project location 7**

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**Postcode** CT1 2RY

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**Grid reference**

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**Upload GIS/map file (optional)**

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**% of project investment in** 8%

this location

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**Project location 8**

---

Postcode CT1 2SY

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Grid reference

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Upload GIS/map file (optional)

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% of project investment in this location 26%

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**Select the constituencies covered by this project**

**Project constituency 1**

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Select constituency Canterbury

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Estimate the percentage of this package project invested in this constituency 100%

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**Select the local authorities / NI councils covered by this project**

**Project local authority 1**

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Select local authority Canterbury

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Estimate the percentage of this package project invested in this Local Authority 100%

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**What is the total grant requested from LUF for this project?**

£8623173

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**What is the proportion of funding requested for each of the Fund's three investment themes?**

Regeneration and Town Centre 100%

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Cultural 0%

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Transport 0%

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**Confirm the value of match funding secured for the component project**

£817314

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## Provide details of all the sources of match funding within your bid for this component project

All match funding is secured in existing budgets. This includes Section 106 monies which have been received.

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## Value for money

### Quantified impacts

The project will deliver total quantified benefits of £26.3 million over a 25 year appraisal period.

These are broken down as follows. Note that we have applied 10% optimism bias to all benefits unless stated otherwise, and we have discounted benefits for additionality as set out in the economic case for the package overall and the Economic Case Supplementary Paper:

\* Additional visitors: We anticipate that the combined investment through Canterbury Tales of England could support an additional 200,000 visitors per annum, ramping up from 2025/26. This will lead to additional visitor spend in the city, driving employment and GVA. We apply these benefits proportionately to total capital expenditure on each project, yielding benefits of £21.22 million;

\*Additional volunteers: Heritage activities offer potential for volunteering opportunities, and we anticipate that there should be the potential for additional volunteering at Canterbury Castle and in connection with the improved heritage routes and story gardens across the city. Based on analysis by Canterbury City Council of current Friends of.... and amenity groups linked with heritage activity, we anticipate scope for at least 115 volunteering opportunities (split between this project and Project 1 - Transforming Heritage Assets and Spaces), building up to 'steady state' in 2028/29. Using Government guidance on measuring subjective wellbeing, we assume a value of £911 per volunteer per year. This gives benefits of £606k; and

\* Active travel: Impacts include personal health benefits, improved air quality (e.g. through decongestion), reduced pollution (e.g. journey ambience) as well as lower numbers of accidents. To measure impacts Kent County Council carried out an assessment using the Department for Transport's Active Mode Appraisal Toolkit (AMAT). Based on census-based data on cycling and walking levels in the area of impact and analysis of existing and proposed routes, we estimate around 48 additional cycling trips and 158 additional walking trips as a result of the improvements (although this may be an underestimate given the potential for modal shift in Canterbury). This yields benefits of around £1.9 million For reference the AMAT estimates that this intervention would deliver a BCR of 2.3:1, on its own.

In addition, there will be benefits gained through the construction phase.

Non-monetised benefits are set out below.

### Negative impacts

The main negative impact is disruption during the construction phase. This will be temporary, and will be managed to ensure that impacts on the peak visitor season are minimised.

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## BCR and value assessment

If it is not possible to provide an overall BCR for your package bid, explain why below

N/A

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## Benefit Cost Ratios

Initial BCR	2.21
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Adjusted BCR	2.44
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## Non-monetised benefits for this project

It is expected that Project 3 (Connecting our Heritage) will also deliver non-monetised benefits as follows:

### Residential and commercial land value uplift

It is plausible that Project 3 would lead to an increase in land values of properties and sites overlooking, adjoining and/or directly impacted by improvements to the public realm including access to 'story' gardens and cycle routes. We have not monetised land value uplift, partly to avoid double-counting with the GVA benefits identified, and partly because of the unique and varied nature of the city's historic environment. Any increase in land values we will seek to measure through evaluation.

### Catalytic effects on public and private investor confidence

Increased visitor numbers, footfall and trade will have a positive impact on future investment. Some of this is already counted in the visitor spend impacts in the appraisal for Project 3 – for example, where this directly leads to new investment in the retail and hospitality offer. But the city's greater attractiveness and vitality resulting from the package should also increase its appeal to new investors and regenerate stalled schemes along proposed heritage routes and elsewhere. Its potential impact on this problem can be evaluated. Project 3 also promotes the city as a place to work, diversifying its offer beyond the retail and leisure-based economy. This should help to make the most of the city's other key assets (notably its universities and its good rail connectivity) and will add value to other recent city centre investments, such as in Kent and Medway Medical School.

### Visitor economy spillover benefits to rest of Kent

Our visitor spend and GVA uplift assumptions relate to the benefits to Canterbury District, and this is reflected in the discount we have applied for leakage. However, higher visitor numbers in Canterbury will have important spillover effects, especially to Thanet and Dover. This relates to people staying in Canterbury visiting other places (c£78 million of spend in Thanet potentially originated from visitors staying in Canterbury in 2019); and to the impact on improving perceptions of East Kent as a place to visit.

### Visitor economy spillover benefits to rest of Kent

Economic Impact studies have identified the spillover effect of Canterbury's visitor economy on other areas. It is anticipated that by improving the city as a place to visit will attract more visitors who will stay longer thereby contributing in linked trips to neighbouring areas. This can be gleaned via visitor surveys.

### Equality of access

The project will connect people to heritage sites like never before in Canterbury, unlocking assets and their stories for new audiences using AR led technology as well as providing clear and coherent wayfinding. Our proposals have been assessed at every design stage by 'Accessibility' consultants (see Part 4, Equalities).

### Positive impacts on Canterbury's 'Clean Air Zone'

The council has a legal duty to tackle air pollution and quality concerns. As this needs urgent attention in Canterbury it will implement a non charging Clean Air Zone (CAZ). Elements of Project 3, especially the cycle routes, would support other CAZ action plan measures to tackle rising air pollution levels in the Canterbury Air Quality Management Area. By delivering visible improvements will make a major contribution to tackling this and restoring community pride. We will monitor this as part of air quality monitoring (e.g. Reducing Annual mean NO2 concentrations).

Positive contribution to a reduction in antisocial behaviour and increased civic pride and 'sense of place'

The bid identifies ASB problem locations in Project 3 areas (e.g. Dane John Gardens) using police neighbourhood and national crime data and the extent of this challenge locally (community perceptions). Similarly consultation work from 2020 and 2021 for our new Local Plan (2040) provides a valuable baseline on the community's current perceptions of the city centre. The proposals are expected to improve both by reducing ASB in 'hotspots' and enhancing residents' perceptions (pride in place) to be measured through a combination of crime data and community surveys.

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## **Does this project include plans for some LUF grant expenditure in 2022-23?**

Yes

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## **Could this project be delivered as a standalone project?**

Yes - the project could be delivered as a standalone project

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## **Demonstrate that activity for this project can be delivered in 2022-23**

Around £16,000 of works to the Riverside walk and £80,000 of the design work is expected to be undertaken this financial year.

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## **Statutory Powers and Consents**

List separately below each power/consents etc. obtained for this project

N/A

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Upload content documents (optional)

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## **Outstanding statutory powers/consents**

Scheduled Monument Consent for the city wall and Friars garden expected to be in place by the end of October 2023.

Detailed highway consent (section 278 agreement) for the routes is to be in place by the end of October 2023.

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