



Agenda

Meeting: **Folkestone & Hythe District and Parish Councils' Joint Committee**
Date: **16 July 2020**
Time: **7.00 pm**
Place: **Remote meeting**

To: **All members of the Folkestone & Hythe District and Parish Councils' Joint Committee**

The committee will consider the matters listed below at the date and time shown above. The meeting is open to the press and public and will be streamed live at bit.ly/YouTubeMeetings

Members of the committee who wish to have information on any matter arising on the agenda which is not fully covered in these papers are requested to give notice prior to the meeting to the Chairman or appropriate officer.

1. **Appointment of chairman**

The committee must appoint a parish councillor to chair the meeting.

2. **Apologies for absence**

3. **Declarations of interest (Pages 3 - 4)**

Members of the Council should declare any interests which fall under the following categories:

- a) discloseable pecuniary interests (DPI)
- b) other significant interests (OSI)
- c) voluntary announcements of other interests

4. **Minutes (Pages 5 - 8)**

To receive the minutes of the meeting held on 16 January 2020.

Queries about the agenda? Need a different format?

Contact Kate Clark – Tel: 01303 853267
Email: committee@folkestone-hythe.gov.uk or download from our website
www.folkestone-hythe.gov.uk

5. **Covid-19 Recovery Plan (Pages 9 - 20)**

Cabinet Report C/20/13 is attached for information which provided an overview of the Council's response to date in relation to COVID-19 and sought approval of an overarching framework which will guide the development and delivery of the Council's COVID-19 Recovery Plan.

The Director of Place will give an update on development and delivery of the Council's COVID-19 Recovery Plan. .

6. **Update on re-opening of High Streets within the District**

A presentation will be given to members.

7. **'My Account' demonstration and launch details**

As part of the Customer Access Strategy, a presentation will be given to members detailing the introduction of an online self-service customer account called 'My Account'. This new service pulls a customer's council service activities into one place, providing real time information and transactional ability.

Declarations of Interest

Disclosable Pecuniary Interest (DPI)

Where a Member has a new or registered DPI in a matter under consideration they must disclose that they have an interest and, unless the Monitoring Officer has agreed in advance that the DPI is a 'Sensitive Interest', explain the nature of that interest at the meeting. The Member must withdraw from the meeting at the commencement of the consideration of any matter in which they have declared a DPI and must not participate in any discussion of, or vote taken on, the matter unless they have been granted a dispensation permitting them to do so. If during the consideration of any item a Member becomes aware that they have a DPI in the matter they should declare the interest immediately and, subject to any dispensations, withdraw from the meeting.

Other Significant Interest (OSI)

Where a Member is declaring an OSI they must also disclose the interest and explain the nature of the interest at the meeting. The Member must withdraw from the meeting at the commencement of the consideration of any matter in which they have declared a OSI and must not participate in any discussion of, or vote taken on, the matter unless they have been granted a dispensation to do so or the meeting is one at which members of the public are permitted to speak for the purpose of making representations, answering questions or giving evidence relating to the matter. In the latter case, the Member may only participate on the same basis as a member of the public and cannot participate in any discussion of, or vote taken on, the matter and must withdraw from the meeting in accordance with the Council's procedure rules.

Voluntary Announcement of Other Interests (VAOI)

Where a Member does not have either a DPI or OSI but is of the opinion that for transparency reasons alone s/he should make an announcement in respect of a matter under consideration, they can make a VAOI. A Member declaring a VAOI may still remain at the meeting and vote on the matter under consideration.

Note to the Code:

Situations in which a Member may wish to make a VAOI include membership of outside bodies that have made representations on agenda items; where a Member knows a person involved, but does not have a close association with that person; or where an item would affect the well-being of a Member, relative, close associate, employer, etc. but not his/her financial position. It should be emphasised that an effect on the financial position of a Member, relative, close associate, employer, etc OR an application made by a Member, relative, close associate, employer, etc would both probably constitute either an OSI or in some cases a DPI.

This page is intentionally left blank



Minutes

Folkestone & Hythe District and Parish Councils' Joint Committee

Held at:	Council Chamber, Civic Centre, Folkestone
Date	Thursday, 16 January 2020
Present	Councillors Graham Allison, Laszlo Dudas, Frank Hobbs, Mrs Jennifer Hollingsbee, Neil Matthews and Martin Sweeney
Apologies for Absence	Councillors Emily Arnold-Newing, Terence Mullard and Paul Thomas
Officers Present:	Paul Butler (Elections Manager), Kate Clark (Committee Services Officer), Gavin Edwards (Policy and Improvements Officer), Katharine Harvey (Chief Economic Development Officer), Cheryl Ireland (Lead Accountant) and Charlotte Spendley (Director of Corporate Services), Karen Weller (Environmental Health Team Leader)

Others Present:

13. **Appointment of chairman**

Councillor Mrs Jenny Hollingsbee was appointed Chairman for the meeting.

14. **Declarations of interest**

Councillor Martin Sweeney declared an interest in respect of agenda item 8 as his wife owns a shop in New Romney high street.

15. **Minutes**

The minutes of the meeting dated 19 September 2019 were submitted, approved and signed by the Chairman.

16. **Budget Strategy and Draft General Fund Budget 2020/21**

Report FH/19/01 set out the Council's Draft General Fund Budget for 2020/21 as well as summarising the overall Budget Strategy for the same period. The report outlined the proposals being consulted upon.

In accordance with the Local Government Finance Act 1992 full Council will consider and agree the budget and council tax for the coming financial year 2020/21, this meeting will be held on 19 February 2020. Both the draft budget and the budget strategy will build into the final position which is also affected by the Local Government Finance Settlement.

Miss Cheryl Ireland, Lead Accountant, presented the report to members.

Mrs Charlotte Spendley, Director of Corporate Services, advised members that a public consultation is currently running on budget proposals and comments are welcomed. The Budget Consultation Questionnaire can be found on the Council's website. Contact details for Mrs Spendley will be circulated to members if they wish to contact her directly.

Members resolved to receive and note report FH/19/01.

17. Highlights of the work carried out to reduce dog fouling offences

Mrs Karen Weller, Environmental Health Team Leader, gave a briefing on the work carried out in reducing dog fouling as well as highlighting other work carried out by the Environmental Enforcement officers.

Members noted the following:

- Three officers make up the team, one senior and two enforcement officers, there is a possibility of extra recruitment shortly.
- Pop-up events, these are carried out during the year, 6 in total. These serve to educate and inform residents as well as discuss any issues around dog and owner behaviour. The health aspects of dog fouling not being cleared are also explained
- Seasonal patrols are made early morning and late evenings to track offenders. Enforcement and prosecution can only happen if an officer witnesses a dog fouling, an owner ignoring it and walking away
- Repeat offenders can be reported online and Mrs Weller was keen to ask for any help Parish Councils can give. CCTV can be another method of enforcement however, the offender needs to be recognised in the footage.
- For information dog fouling prosecutions remain low although dogs off leads/banned area offences are higher with 7 confirmed offences already in 2020.
- If an offender is caught a Fixed Penalty Notice will be issued, if payment is not received then the case is taken to prosecution. The name of the offender will be publicised thereafter. If the FPN is paid within the correct timescales then details are publicised excluding personal details.

Mrs Weller was keen to point out that a positive approach to dog fouling is important, in this respect residents are thanked for picking up after their dogs

and congratulated on keeping the area clean and tidy.

Turning to other enforcement activities, members were advised that the officers also deal with flytipping, flyposting, smoking in commercial vehicles, black sacks on pavements, waste bins out too early and ensuring correct signage is displayed.

Members were reminded that information on a wide range of environmental issues are on the Council's website, problems or offences can be reported online.

18. **Parish By-Elections**

Mr Paul Butler, Democratic Services & Elections Lead Specialist, gave a presentation on Parish By-Elections. The presentation is attached to these minutes.

A by-election will usually be triggered by a parish council vacancy as well as being dependent on a contested status. An uncontested election is a situation when the amount of valid nominations received does not reach or exceed the amount of vacant seats.

Mr Butler went through the legislative timescales, staffing, polling day and count and recharge costs to Parish Councils. He explained that a by-election is planned based on a 100% turnout.

Savings can be made for example, no printing or distribution of polling cards, minimum van rental costs and lowering staffing levels. This, of course, has to be balanced against transparency to our residents and the satisfaction of the Returning Officer, who has a personal liability to complete any election successfully.

Parish Council members were keen to keep by-election costs as low as possible, however, Mr Butler did explain that the processes are set by legislation and interpreted by guidance from the Electoral Commission, costs are set by the Kent Scale of Fees schedule which is reviewed annually by the Kent Chief Executives and passed through Council. He is aware that electoral legislation is outdated and there is a plan for an electoral law review to be undertaken by the Electoral Commission which would incorporate a review of filling casual vacancies. The date of this review is not set and will be carried out independently with little or no involvement of the Elections team at Folkestone & Hythe District Council.

Costs and timescales were discussed further, the committee has asked if information with regard to costs could be circulated, Mr Butler to action this request.

19. **High Street Fund Initiative**

Dr Katharine Harvey, Chief Economic Development Officer, gave a presentation on the High Street Fund Initiative. The presentation is attached to these minutes.

Dr Harvey explained the benefits and process for named towns within the district with a £3M fund available. A mixture of applications had been received with an emphasis on promoting towns. High Streets need to adapt for the future which could mean attracting services other than just retail.

Points mentioned:

- Promotion and encouragement from Folkestone and Hythe towns to visit smaller towns.
- Possibility of information boards in areas such as Lyminge, Sellindge and Postling.
- Promotion of other areas, ie seafronts in the district.

Dr Harvey welcomed applications, however did say that projects need to be appropriate for the area. The Council are very pro-active and resources are available.

It was confirmed the start date was 1 October 2019 and steady progress has been made receiving and processing applications, the closing date is fairly open ended although a maximum of three years or until funding is exhausted.

The Chairman, with the agreement from members thanked all officers for attending and providing informative and interesting information to all agenda items. She pointed out that committee members are welcome to suggest items for future meetings, although this is also covered in the bi-monthly KALC meetings.

This Report will be made public on 16 June 2020



Report Number **C/20/13**

To: Cabinet
Date: 24 June 2020
Status: Key Decision
Responsible Officer: Ewan Green, Director of Place
Cabinet Member: Councillor David Monk, Leader of the Council

SUBJECT: COVID-19 Response to Date and Recovery Plan Framework

SUMMARY: This report provides an overview of the Council's response to date in relation to COVID-19 and seeks approval of an overarching framework which will guide the development and delivery of the Council's COVID-19 Recovery Plan.

REASONS FOR RECOMMENDATIONS:

Cabinet is asked to agree the recommendations as the development and delivery a Recovery Plan in response to COVID-19 will be a priority for the Council as the country moves into recovery phase. The Recovery Plan will include actions in four key areas which the Council has both direct and / or indirect responsibility to address: Community, Economy, Council Operations and Council Finance.

The Framework will establish a set of principles which will underpin the development of the Recovery Plan and align with the emerging Corporate Plan, council service delivery and strategic priority programmes and projects.

RECOMMENDATIONS:

1. To receive and note report C/20/13.
2. To note the Council COVID-19 response to date and key issues arising.
3. To agree the COVID-19 Recovery Plan Framework and related Underpinning Principles.
4. To agree that the strapline 'Creating tomorrow together' is adopted to promote the recovery phase.

1. BACKGROUND

- 1.1 The emergency response to COVID-19 is led nationally by Government, regionally by the Kent Resilience Forum (KRF) and then locally by the Council and partners such as Kent County Council, Police, the Kent & Medway Clinical Commissioning Group and voluntary sector organisations.
- 1.2 In accordance with the Civil Contingences Act 2004 there is a declared state of emergency at national and local level in response to the coronavirus pandemic. The Act requires local public services to form Local Resilience Forums. In Kent it is known as the Kent Resilience Forum (KRF), which is formed by the emergency responders and specific supporting agencies and is required to plan for emergencies. The Council is an active member of the KRF.
- 1.3 A Gold-Silver-Bronze command structure is used to establish a hierarchical framework for the command and control of emergencies and disasters. Officers of the District Council will therefore participate in Gold (Strategic Planning) and Silver (Tactical Planning) command briefings throughout the emergency e.g. by participation in the strategic meetings (known as SCGs) and tactical meetings (known as TCGs).
- 1.4 In response to the coronavirus pandemic, all partners in the Kent Resilience Forum are operating the above “command and control” structure to provide the county wide strategic oversight, and co-ordinate the tactical response.
- 1.5 The Council continues to play a central role in the emergency response and engages with partners through the KRF at a regional level and with Government through national networks.
- 1.6 We deploy staff to the daily meetings on the SCG and TCG. We are also active participants in a number of themed “cells” focussing on specific activities.
- 1.7 We are also actively involved in a wide range of conference calls with the Ministry for Housing, Communities and Local Government and other agencies/ forums involved in responding to the pandemic.
- 1.8 Notwithstanding this formal structure, the Council is designated as a Category 1 Responder under the Act and we have a statutory responsibility to initiate our own response also.
- 1.9 Within this overall context the response across the District to date has focused on supporting those most vulnerable and ‘at risk’ residents, facilitating grants and advice to businesses, ensuring community safety and providing essential services.

2. Managing the Council Response to Date

- 2.1 The Corporate Leadership Team (CLT) gave early consideration to what steps we should plan for, both in respect of the continued delivery of our services and any actions we may need to take in response to the pandemic.
- 2.2 The previous decisions Members have made in relation to transformation, including the investment in more agile working solutions for staff through the replacement of PC's with laptops and flexible ways of working, meant we were well placed to ensure that staff could work efficiently from a remote base.
- 2.3 To manage our response we initiated daily "Business Continuity" virtual meetings with an extended senior team, to include key emergency responders leading on a number of themes relating to our own service delivery, and to initiate our response to requests from the government and the KRF.

The key themes that formed the daily agenda for the meeting are as follows:

- Situation Update
- Support for Communities
- Support for Businesses
- Staff
- Members and Democratic Processes
- Communications
- Council Services & Finance

- 2.4 The following provides an overview of the Council response:

- 2.4.1 **Support for Communities** - the Council swiftly established three Community Hubs to support residents, particularly those on the NHS extremely vulnerable "shielded" list and also others who may be considered vulnerable and in need of additional support. Key local organisations worked with us and stepped-up to provide quite outstanding support and local leadership. These local out-reach spokes complemented a district-wide COVID-19 helpline run by council staff and provided an effective link to the county-based response.

In addition to the district-wide 24/7 helpline run by the council, there are 3 Hubs in operation to ensure that there is a District wider coverage:

- Folkestone Community Hub being run by the Three Hills Sports Park;
- Hythe Community Hub being run by Age UK Hythe & Lyminge; and
- Romney Marsh Community Hub being run by the Romney Marsh Day Centre.

All three Community Hubs are being supported by dedicated council staff and resources, with regular meetings to ensure that responses to support our communities is relevant and dynamic as the country's response to the pandemic evolves. Critical to the success of the Hubs has been the role of local communities and the recruitment of 650 volunteers, who have helped deliver services, has been a tremendous response.

Key activities undertaken through the Hubs are:

- Telephone contact to identified vulnerable residents via NHS shielded lists and GP surgery lists;

- Provision of food for those not able to get or prepare it themselves;
- Assistance with the collection and delivery of food orders;
- Collection and delivery medical supplies;
- Walks for dogs and other pets; and
- Offer someone to talk to for advice and reassurance with regular befriending calls being made help address social isolation.

Contact has been made to identified vulnerable residents via the NHS shielded lists (over 2,200) and GP surgery lists (over 21,400). Checks are made to confirm that they have support in place from either family, friends or neighbours and that they have adequate food supplies and any medication that is required.

Where residents require support appropriate action is taken including onward signposting to specialist and local community support networks such as Parish Council support and community volunteers. This ensures practical local support that can be sustained for as long as required. In relation to the provision of shopping deliveries, food parcels and hot meals, there have been over 16,700 deliveries made to residents across the District.

2.4.2 Support for Businesses - The overall support given by the council to local businesses to date has covered a number of key strands:

- 1) **Covid-19 Helpline:** In partnership with Kent County Council and the other Kent Districts and Boroughs, a local business focused Covid-19 Helpline was set up to give local businesses much needed guidance during the crisis and to explain the Government's Business Support Package. The helpline, run by the Kent & Medway Growth Hub, has been very well used - with 171 phone calls and 89 webchats from Folkestone & Hythe businesses using the service between 25 March and to 12 June 2020. It will continue to run until at least 30 June 2020.
- 2) **Communicating directly with business:** this includes a number of strands, such as a dedicated Covid-19 business page on the Folkestone Works (which is regularly being updated by the Economic Development Team and has had 4,425 visits as at 12 June 2020), social media activity and 5 Covid-19 e-bulletins to over 620 of our local businesses.
- 3) **Rate Relief:** Facilitating the 12-month Business Rates Holiday for all businesses in the Retail, Hospitality and Leisure sector (as defined by Government) and the Nursery Relief, which has been led by the Revenues Team.
- 4) **The delivery of Small Business Grants and Retail, Hospitality and Leisure Grants to eligible businesses in the District:** following the receipt of £28.8 million from Central Government, the Revenues Team have been tracking down eligible businesses, getting them to provide necessary details in order to process the grant funding, undertaking checks to verify the claims and getting the grants to businesses as expediently as possible. It is no mean feat that 99.4% of the grant money has been distributed to eligible businesses at the time of writing.
- 5) **The Council is delivering discretionary top-up grant funding which is aimed at small businesses (fewer than 50 employees) that missed out**

on the existing grant offer. This funding is steered towards businesses in shared space, regular Market traders, charities (that would meet the criteria for Small Business Rate Relief), Bed & Breakfast establishments and creative businesses. It is estimated that this will result in £1.292 million of additional support for eligible businesses. As at 12 June 2020, 44 grants totalling £350,000 have been awarded.

2.4.3 Staff - Our staff are our most valuable asset. As alluded to above, our immediate position was that wherever possible, all staff that can must work from home, only attending the offices if absolutely essential.

94% of our office based staff were equipped to work fully remotely from home, with access to all IT systems and telephony. This meant that a decision was taken to close our offices to staff and the public, which was compatible with the guidance to all to “stay at home and stay safe”. We were able to operate a full telephony and online service to residents and businesses.

Once again the staff have without exception responded in a flexible and committed way, adapting to either new ways of working from home, playing their turn in rotas to go into the office to manage for example incoming / outgoing post, or by embracing temporary redeployment into different roles to support the community response.

Our strategy of a default position of working from home, has kept our staff safe, maintaining service delivery, and showing leadership in following both the public health messaging and other restrictions on movement.

2.4.4 Members and Democratic Process - The Leader and Cabinet Members have been integral to the Council’s response to the emergency, with virtual meetings at least weekly with the Chief Executive, Directors and senior officers as required.

Members have been advised previously of the changes introduced by the government in order to enable virtual meetings to take place in local government for the period up to 7 May 2021. In response to the changes, the Council has taken steps to implement virtual meetings locally by way of Zoom. Council meetings are being held virtually using this technology.

2.4.5 Council Services & Finance - Members have been updated by email on financial matters in relation to the impact of COVID-19. It is important to note that financial implications can be categorised into 3 different areas:

- 1) New costs that arise simply as a result of the emergency (e.g. setting up and operation of community hub facilities);
- 2) Expansion of some service costs that were not budgeted at the ‘new’ level due to the emergency (e.g. increase in temporary accommodation need); and
- 3) Loss of income that would otherwise have been received by the Council in ‘normal’ times (e.g. car parking, other fees and charges, investment income, council tax receipts).

Predicting what the impact of COVID-19 will be for the Council is challenging because it depends on how long restrictions will last and how quickly or slowly the recovery will be. However, we have attempted to estimate what this might be if

only to inform the funding discussions; and have worked with other Kent councils in doing so.

The indicative 'ballpark' figures we arrived at which were reported to government through the monitoring process, anticipate an impact on the General Fund in the region of up to £4.5 million and up to a further £1 million on the Housing Revenue Account.

As mentioned above, these figures are best estimates based on a number of assumptions and our local intelligence will be considered alongside local behaviours on a regular basis in order that we have revised estimates of impact in order that we address budget challenges effectively.

Two tranches of 'emergency' funding has been provided by the government. The first tranche received was just over £65k. The Secretary of State announced a second tranche of funding for local government as a whole on 18 April, and on 28 April, we heard that the Council was to receive an allocation of £1.18m from this second tranche. It is not clear currently whether there will be further funding provided by the government but it is unlikely, even if further funding is announced, that it will be sufficient to meet the expected shortfalls as set out above.

This will necessitate a review of our Medium Term Financial Strategy as well as the 2020/21 budget. Further detail on this will be outlined to Cabinet in June.

The "new normal" is likely to require a review of our budget in any event as we adapt to delivering the priority services in different ways.

- 2.4.6 It is important to recognise that moving into the recovery phase of managing the COVID-19 emergency does not negate the need to be ready to be prepared to move back into the response phase should there be a requirement to do so.

3. Folkestone and Hythe District Recovery Plan

- 3.1 The Government has published its strategic plan to ease the lockdown and support the UK in recovery from the virus pandemic. This covers continued personal care, returning to work, public transport, returning to school and other issues such as hospitality and events. The full strategy can be found at:

<https://www.gov.uk/government/publications/our-plan-to-rebuild-the-ukgovernments-covid-19-recovery-strategy>

- 3.2 The Kent Resilience Forum has is required to develop county wide Recovery Plans as part of the overall response to the COVID-91 emergency. This work is being progressed through the KRF structures and includes themes such as economy, infrastructure, children and young people and health. The Council is playing an active role in this work through senior officer representation.
- 3.3 Whilst the KRF recovery planning will be assist the District significantly it is crucial that that a Folkestone & Hythe Recovery Plan is developed, led by the Council and involving key stakeholders. This leadership will ensure that

recovery actions focus on priorities for the District, reflect differing needs of our distinct communities and are delivered as far as possible through locally accountable structures and partnerships.

A Recovery Plan will therefore be developed for the District and will align and will focus primarily on key issues and actions for the Council (although there are likely to be actions which the Council will request of partners also).

- 3.4 Nobody can predict how long “recovery” may take. Nor should we assume that the world, our locality, or our Council can or should return to exactly the same “business as usual”. It is more likely that there will be a “new normal”, and we need to take this opportunity to position ourselves to manage this transition.
- 3.5 Throughout the response to date the Council has had to significantly adjust the way in which services are prioritised and delivered. In turn our customers have had to engage with the Council, and receive services, in a different way. These new behaviours have set an important benchmark moving forward and this will be reflected in the Recovery Plan.
- 3.6 It is intended that the Recovery Plan will be based on an initial timescale to March 31st 2022. The plan will be reviewed regularly and updated as required within that period.

4. Corporate Plan Alignment and Delivery

- 4.1 It is essential that the Recovery Plan aligns effectively with, and supports delivery of, the Council’s priorities within the emerging Corporate Plan including:
 - High quality services for residents;
 - The Medium Term Financial Plan;
 - Environmental sustainability and response to climate emergency;
 - The Council’s Transformation priorities;
 - A new economic development strategy; and
 - Strategic projects.
- 4.2 The new Corporate Plan is under development and this presents an opportunity to ensure alignment with the planning for recovery to maximise the quality and impact of outcomes for residents and businesses.
- 4.3 The Corporate Plan Working Group have been working on the redevelopment of the new Corporate Plan over the last 6 months. The plan will be focused over the 10 year span and the emerging priority areas are:
 - Housing & Infrastructure
 - Economy
 - Community Focused Services
 - Environment
 - Transparency, Stability & Accountability

- 4.4 It is proposed to continue to engage with Members and residents on the development of the 10 year vision and priorities for the District and seek the Councils agreement of these. The framework / themes of the recovery plan (Community, Economy, and Council Operations & Council Finance), have clear links into the proposed themes of the emerging Corporate Plan.
- 4.5 It is therefore proposed that the Recovery Plan will be developed in line with this and will in effect be the focus of the Corporate Plan actions to March 31st 2022.
- 4.6 At operational level all Team Service Plans will then first and foremost be focused on delivery of the Recovery Plan.

5. Vision and Underpinning Principles

- 5.1 The Recovery Plan will be District wide and can only be successfully delivered in conjunction with key public sector partners, the voluntary sector and our communities. To that end it is proposed that all stakeholders are encouraged to coalesce under one vision which will set the tone and general approach for recovery across the District.

Following engagement with all Members it is proposed that the strapline '**Creating tomorrow together**' is adopted to support the recovery phase District wide. The strapline proposed would be used on documents, materials and other assets produced in relation to recovery activities.

- 5.2 Accepting that the strategic and operational context for the Council will not revert to a known status quo, and a 'new normal' will be positively embraced, the Recovery Plan will be guided by the following underpinning principles:
- Continuing to improve delivery of high quality essential services for residents and businesses;
 - Building on the strength of community support expressed through the COVID situation through positive enablement of our communities;
 - Opportunities to encourage and facilitate sustainable travel;
 - Embracing opportunities to improve the way in which the Council interacts efficiently with customers to improve services (e.g. launching MyAccount);
 - Continuing to facilitate local economic growth and promote investment opportunities, particularly those in 'clean and green' sectors;
 - Resourcing and driving forward strategic programmes and Council priorities (e.g. Otterpool Park, establishing a council-led housing service);
 - Ensuring the Council's financial stability, resilience and growth by reshaping services and budgets as required to ensure recovery is sustainable;
 - Engaging effectively with our staff and customers;
 - Working in partnership at County and with East Kent colleagues, where appropriate, in order to achieve better value and outcomes across all recovery actions; and

- Promoting key issues at national and local level to ensure positive outcomes for communities across the District.

6. Key Themes

- 6.1 It is proposed to base the Recovery Plan on 4 themes which will lead to a 'new normal' both at strategic and operational levels for the Council:

1. Community

The recovery phase will still require a strong and resilient community based response, particularly in relation to ongoing support for vulnerable and 'at risk' residents (although the type and level of response required will not be the same as during the initial response to the COVID-19 emergency, and those considered to be 'at risk' will change over time).

The focus for this will be community health & wellbeing, recognising that that there will be longer term socio economic impacts across all communities (e.g. social isolation, financial hardship, loss of employment).

There will be both a need and opportunity to ensure Council services are best placed to assist individuals and communities including discretionary support and promoting greater take-up of the Lifeline service.

Recovery planning will therefore consider actions aimed at continuing an appropriate level of 'Community Hub' response alongside actions to further support the enablement of local communities in partnership with voluntary, and public sector stakeholders.

A separate report specifically on this matter will be brought to Cabinet in July 2020.

2. Economy

There will a key focus on economic recovery at national, regional and local levels. Key considerations for the Council will include maximising social value and benefit for the District's businesses through the purchase of goods and services locally wherever possible, engaging with the development industry to facilitate revitalisation of private / social house building and commercial development, setting clear plans for the progression of major growth projects such as Otterpool Park and Folkestone Town Centre.

In addition the Council will ensure that its core economic growth service is focused on supporting local SME's, alongside partners at local and regional level. A key theme for this will be to encourage business growth through the adoption sustainable practices, building on new ways of working which have emerged as a result of COVID-19.

3. Council Operations

It is important to recognise that the current way in which the Council operates changed significantly in response to the challenges posed by COVID-19. This experience now presents opportunities to consider how best the ongoing transformation programme might be accelerated to continue to embrace these changes for customers and staff alike.

In a recent survey staff responded very positively about the benefits of working from home, with positive impacts on efficiency and effectiveness of service delivery.

There will be focus on the way in which the Council reopens for business in a safe and sustainable way including consideration of the Council's role as an employer, property owner / landlord and delivery of services. It is intended that this theme will include implementation of the new Customer Access Strategy, including the launch of MyAccount, as a major step change in improving our customer interaction and avoiding unnecessary travel to the Civic Centre.

4. Council Finance

The impact of COVID -19 has resulted in unprecedented financial challenges for the Council. The initial priority will therefore be to continue to ensure a balanced budget is achievable for the financial years 2020/21 and 2021/22 demonstrating the Council is a viable 'going concern'.

This will require consideration of adjusted income levels, Government support, borrowing requirements and re-profiling of budgets for core services and strategic priority projects and programmes. Moving forward there will be opportunities to ensure sustainability and efficiency continue to underpin corporate practices such as procurement.

Council Finance and Budget setting will be the subject of separate reports to Cabinet and Council as required.

7. Engagement

7.1 Developing and delivering the Recovery Plan will be influenced by Members, residents, businesses, public sector partners and the voluntary sector. Proactive engagement is therefore essential in helping to shape the actions to deliver the outcomes anticipated from the plan.

7.2 A draft of this report was considered by the Overview and Scrutiny Committee on 9 Jun 2020. Members of the Committee endorsed the overall approach to recovery outlined in this report. Members commented on a range of issues including finance, the continuation of community hubs, building on partnerships, linkages to the Corporate Plan and the need to ensure that recovery is focused on a District wide approach.

7.3 It is however also essential that the Recovery Plan is put in place at the earliest opportunity whilst recognising that flexibility and the ability to nuance direction in such uncertain times will be required.

7.4 It is therefore intended that an engagement plan is put in place which will assist in developing the initial framework, ensure an ongoing opportunity for residents and stakeholders to contribute, own the outcomes, and provide a platform for the Council to report widely on progress.

8. RISK MANAGEMENT ISSUES

8.1 The detailed Recovery Plan will be the subject of a risk assessment and this will form part of a further report in due course.

9. LEGAL/FINANCIAL AND OTHER CONTROLS/POLICY MATTERS

9.1 Legal Officer's Comments

There are no comments.

9.2 Finance Officer's Comments

There are no comments.

9.3 Diversities and Equalities Implications

An assessment of implications for diversity and equalities will be undertaken as part of the development of the detailed Recovery Plan and this will form part of a further report in due course.

10. CONTACT OFFICERS AND BACKGROUND DOCUMENTS

Councillors with any questions arising out of this report should contact the following officer prior to the meeting

Ewan Green, Director of Place

Telephone: 07783 659864

Email: ewan.green@folkestone-hythe.gov.uk

The following background documents have been relied upon in the preparation of this report:

None

Appendices:

None

This page is intentionally left blank