

**CREATING TOMORROW  
TOGETHER**

**CORPORATE ACTION  
PLAN**

**2021-2024**



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**SERVICE AMBITION 1**

**POSITIVE  
COMMUNITY  
LEADERSHIP**



Service Ambition 1: Positive Community Leadership

Priority: Improve Physical and Mental Health & Wellbeing

Over the next three years we will....	High Level Action	How do we measure this? (Milestones / KPIs etc)	Timescale	Owner	External Stakeholders
Work closely with partners to identify sites for new health facilities	<b>Secure a new health centre at FOLCA site</b> Work with the CCG and GP practices to develop a new health & wellbeing/medical facility at FOLCA.	Heads of Terms agreed with end user.  Planning secured  Construction completed and facility opened	September 2021  September 2022  December 2024	Director of Place  Director of Place  Director of Place	CCG, GP Practices
	<b>Identify appropriate health provision for Otterpool Park</b> Ensure an appropriate health facility is included within the master plan for Otterpool Park.  Identify healthcare partners & users of facility	Detailed scope for new facility completed and agreed by partners	January 2023	Health, Wellbeing & Partnerships Senior Specialist	Otterpool Park LLP, CCG, GP Practices, Residents, Town & Parish Councils
Invest in leisure facilities	<b>Build &amp; open a new, modern leisure centre at Princes Parade</b>  Complete construction project for new Leisure Centre	Detailed design and associated construction procurement for build of leisure centre	December 2021 (Cabinet approval for contract)	Director of Transition & Transformation	BAM
	Secure new operator & operating structure for Leisure Centre	Phase 1 (site levels, utilities & Leisure centre) construction completed	September 2023	Director of Transition & Transformation	Hythe Aqua, Seapoint Canoe Centre, Leisure Industry, Residents
	Residential and Commercial land sales secured for remaining site and South Road site	Complete procurement for new operator	April 2022 (Cabinet approval for appointment)	Director of Transition & Transformation	
		Decommission existing pool. Market, evaluate, agree Heads of Terms & negotiate sales contracts	August 2024	Director of Transition & Transformation	Property agent

Invest in leisure facilities (Continued)	<b>Develop New Leisure Strategy for the district</b> including provision for Otterpool Park	Cabinet decision	December 2022	Director of Place	Sport England, Town and Parish Councils, Residents
	<b>High Level Action</b>	<b>How do we measure this?</b> <b>(Milestones / KPIs etc)</b>	<b>Timescale</b>	<b>Owner</b>	<b>External Stakeholders</b>
	<b>Implement Play Area Strategy</b>				
	Continue to work with Town and Parish Councils over the transfer of strategic and non-strategic play areas	Agreement of heads of terms, leases and service agreements of the play areas with the Town and Parish Councils	2021 ongoing	Estates and Assets Lead Specialist	Town and Parish Councils
	District Council to continue to develop priority play areas	Development of 1 priority play area per year	2022 & ongoing	Estates and Assets Lead Specialist	
	Work with developer to develop a strategic play area at North Road, Shorncliffe	New strategic play area secured	December 2022	Engineering & Buildings Senior Specialist	Developer
	Explore the feasibility of developing a new Priority Play Area and associated services at East Cliff / The Warren.	Undertake Community consultation Draft Masterplan developed and considered by FPPG Trustees	December 2021 Spring 2022	Director Housing & Ops and Lead Specialist Operations	Residents, Natural England, WCCP, Historic England, Canterbury Archaeological Trust (CAT), RDHCT, FTC
	<b>Enable through partnership working the provision of a new athletics track</b> Provide land at Three Hills sports complex through new lease agreement	Lease with Cheriton Road Sports Ground Trust agreed	December 2021	Estates and Assets Lead Specialist	Roger De Hann – charitable trust Cheriton Road Sports Ground Trust
<b>Secure new changing facilities at Shorncliffe Pavilion</b> Adoption of Football Association quality sports changing facilities	Agreement of building transfer from Developer	December 2021	Estates and Assets Lead Specialist	Taylor Wimpey	

	<p><b>Deliver new Coastal Destination Project at Coast Drive in Littlestone.</b></p> <p>Project comprising of 108 new beach chalets, Café/kiosk, toilets including Changing Places facility, watersports concession, formalised parking and lighting, board walks to protect SSSI and provide inclusive access to chalets and new educational signage.</p>	<p>Project completion</p> <p>Tenancies completed for all chalets</p> <p>New watersports concession in operation</p> <p>Café/Kiosk occupied by new business and operational</p>	<p>September 2022</p> <p>November 2022</p> <p>November 2022</p> <p>November 2022</p>	<p>Operations Lead Specialist</p> <p>Operations Lead Specialist</p> <p>Operations Lead Specialist</p> <p>Operations Lead Specialist</p>	<p>New Romney Town Council</p> <p>Natural England</p> <p>Magnox / NDA</p> <p>Shepway Sports Trust</p> <p>Roger De Haan Charitable Trust</p> <p>White Cliffs Countryside Partnership</p> <p>Romney Marsh Partnership</p>
Over the next three years we will....	High Level Action	How do we measure this? (Milestones / KPIs etc)	Timescale	Owner	External Stakeholders
Improve our support and signposting for vulnerable people and enhancing our work to address poverty & financial exclusion	<p><b>Prepare and Establish a Customer Access Point at FOLCA</b> to enable those who are digitally excluded to continue to access Council services.</p> <p>Continue to work with DWP to explore options to provide services from the CAP.</p>	CAP at FOLCA open	May 2022	Director of Place	DWP
	<p><b>Ensure our staff are appropriately trained</b></p> <p>Train customer facing staff (including key contractors) to identify &amp; act on safeguarding and domestic abuse issues/concerns.</p>	All customer facing staff trained	February 2022	Safeguarding Lead	Key contractors
	<p>Retain CSE accreditation including compliance pluses for our work with vulnerable customers.</p>	CSE accreditation maintained	October 2021	Customer Services Lead	
	<p><b>Work with other partners to increase opportunities to support vulnerable residents</b></p>	Identify and map key partners to signpost to	July 2022	Health, Wellbeing & Partnerships Senior Specialist	Community Hubs, Voluntary sector, Charitable sector, education providers, Town & Parish Councils
	<p><b>Support vulnerable customers through wider welfare and outreach projects utilising intelligence, appropriate analytics and data to support a wider group of residents with targeted support on benefits and financial inclusion.</b></p>	Number of vulnerable customers supported by Welfare Officers	June 2022	Revenues & Benefits Lead	

	<b>Ensure tenants can sustain their council tenancies</b>				
	Pilot pre-tenancy training for potential tenants	Pilot concluded & evaluated	June 2022	Housing Operations Lead	Tenants & Leaseholders Board
	Review tenancy agreements and the tenure we offer to ensure they are fit for purpose	Review undertaken and results considered by Portfolio Holder for Housing	September 2022	Housing Operations Lead	Tenants & Leaseholders Board

Priority: Safer Communities					
Over the next three years we will....	High Level Action	How do we measure this? (Milestones / KPIs etc)	Timescale	Owner	External Stakeholders
Develop proactive and responsive services to address crime and anti-social behaviour	<b>Continue to develop the effective partnership approach of the CSU/CSP</b>				
	Identify priorities in the new Community Safety Partnership Plan which has a longer term focus	Three year Community Safety Partnership Plan approved by Full Council	November 2021	Community Safety Specialist	Community Safety Partnership, Kent Police, Social Housing Providers, Voluntary Sector, Town & Parish Councils
	Prepare Community Safety Action Plan as part of CSP Plan	Annual review by Overview & Scrutiny Committee	September 2021	Director of Place	
	Develop partnership working linked to actions and objectives in the CSP Plan	Funding secure from Police & Crime Commissioner to deliver projects KPI: Number of community safety events held and projects delivered	October 2021		
	<b>Develop a new licensing policy</b>				
	Develop and consult on draft policy	New policy adopted	December 2021	Environmental Health and Licensing Senior Specialist	Community Safety Partnership, Kent Police, Night time industries, Town & Parish Councils, Residents and Businesses
	Present the new policy to full council for adoption				

Priority: Priority: Supporting & empowering our communities

Over the next three years we will....	High Level Action	How do we measure this? (Milestones / KPIs etc)	Timescale	Owner	External Stakeholders
<p>Work with partners and communities to ensure greater resilience across the district's varied communities</p>	<p><b>Develop a sustainable future for the community hub model of service delivery</b></p> <p>Work with partners to support them in taking responsibility for community leadership</p> <p>Support hubs to access funding to deliver community activities</p> <p>Develop our website to aid better signposting and referrals</p>	<p>Hubs remaining active in supporting all areas of the district</p> <p>Level of external funding secured</p>	<p>December 2021</p> <p>Ongoing</p> <p>December 2022</p>	<p>Health, Wellbeing &amp; Partnerships Senior Specialist</p> <p>H, W &amp; P SS and Communications Lead</p>	<p>Kent County Council, Age UK, Hythe, Romney Marsh Community Hub, Age UK South Kent Coast</p>
	<p><b>Work with Otterpool Park LLP to support the Community Engagement Strategy and Community Development Strategy</b> which will shape both the new towns relationship with existing residents and businesses and the development of the new community itself</p>	<p>LLPs adoption of Community Engagement and Community Development Strategies</p> <p>Communities actively engaged in the Otterpool Park project.</p>	<p>December 2022</p>	<p>Director of Place</p>	<p>Otterpool Park LLP</p>



**SERVICE AMBITION 2**  
**A THRIVING**  
**ENVIRONMENT**



Service Ambition 2: A Thriving Environment

Priority: Ensure an excellent environment for everyone

Over the next three years we will....	High Level Action	How do we measure this? (Milestones / KPIs etc)	Timescale	Owner	External Stakeholders
Ensure a clean, attractive and safe environment for residents, visitors and businesses	<b>Increase the number of green flag awards for recreational spaces</b>				
	Retain Green Flags for three parks – coastal park, Royal Military, Radnor Park	Three Green Flag Parks	Summer 2021	Estates and Assets Lead Specialist	Green Flag Awards
	Secure additional Green Flag for Kingsnorth Gardens	Four Green Flag Parks	Summer 2022	Estates and Assets Lead Specialist	Green Flag Awards
	Secure further two Green Flag Awards at two further sites within the District (East Cliff & Otterpool Park)	Six Green Flag Parks	Summer 2024	Estates and Assets Lead Specialist	Green Flag Awards
	<b>Undertake proactive enforcement within our district</b>				
	Undertake Public Space Protection Order (PSPO) renewal	Cabinet adoption of PSPO	June 2022	Environmental Protection Senior Specialist	Kent Police, Town & Parish Councils
Maintaining a visible enforcement presence across the district. Working effectively in partnership with the police.	Fixed Penalty Notices issued / Number of enforcement notices served (e.g. Abatement Notices, Community Protection Notices) / Percentage of Successful Prosecutions	Ongoing	Environmental Protection Senior Specialist		
<b>Improve the district's visual amenity</b>					
Improve our Street Scene responsiveness through our new street cleansing contract	Percentage of street surveyed clear of litter within in the district / Number of days to remove fly tipped waste on public land once reported	April 2022	Corporate Contracts Lead Specialist / Director of Place	Veolia	
Utilise Area Officers to facilitate enhanced visual amenity of district including volunteering events	Number of community environmental volunteer events supported / Number of recorded SOD It interventions completed / Average time for graffiti to be removed from the time of being reported	Ongoing	Area Officers	Local businesses, community groups, schools	

Ensure a clean, attractive and safe environment for residents, visitors and businesses (Continued)	High Level Action	How do we measure this? (Milestones / KPIs etc)	Timescale	Owner	External Stakeholders
	Work with White Cliffs Countryside Project to further enhance green spaces across the district		Ongoing	Estates and Assets Lead Specialist	White Cliffs Countryside Project
	<b>Enhance the safe parking offer available within the district</b> Maintain 12 car parks in district that have already been awarded safe status	12 designated Safer Parking Awards car parks	December 2021	Transportation Manager	Park Mark
	Aim for another 3 over the next 24 months	15 designated Safer Parking Awards car parks	December 2023	Transportation Manager	Park Mark
<b>Develop a district wide Climate Strategy</b> Work with Kent County Council to support the implementation of the Kent & Medway Energy & Low Emissions Strategy across the district	Adoption of district wide strategy Progress against relevant implementation plan actions	January 2022	Director of Corporate Services Strategy, Policy & Performance Lead, Low Carbon & Sustainability Specialist	Residents, Businesses within District, KCC, Town and Parish Councils	
Over the next three years we will....	High Level Action	How do we measure this? (Milestones / KPIs etc)	Timescale	Owner	External Stakeholders
Improving cycling and walking routes	<b>Work with Kent County Council to progress the two schemes awarded funding under the Active Travel Part 2 scheme through to implementation</b>	New schemes open	March 2023	Strategy & Policy Senior Specialist	Kent County Council, Town & Parish Councils
	Seek further opportunities for funding to deliver the objectives of the Local Cycling and Walking Infrastructure Plan	Funding opportunities identified	Ongoing	Strategy & Policy Senior Specialist	
	<b>Ensure the Folkestone Town Centre Place Plan maximises opportunities for improved connectivity through walking and cycling routes</b> Secure opportunities to improve walking and cycling in/ around Folkestone Town Centre into a funding submission to the Levelling Up Fund	Levelling Up Fund bid submitted that seeks to improve routes for walking & cycling	March 2022	Director of Place / Strategy & Policy Senior Specialist	Kent County Council
	<b>Work alongside relevant consultees and delivery partners to identify scheme(s) that will provide new and/ or strengthened connections for walking and cycling, both internal and external, at the proposed Garden Settlement (Otterpool Park)</b>	Relevant schemes adopted within sustainable transport strategies	March 2023	Strategy & Policy Senior Specialist	Homes England, Otterpool Park LLP

Over the next three years we will....	High Level Action	How do we measure this? (Milestones / KPIs etc)	Timescale	Owner	External Stakeholders
Take positive measures to encourage biodiversity	<b>Undertake pilot to explore options to phase out the use of pesticides on Council land</b>	Evaluation of pilot, to include cost, labour investment, impact on management of land	October 2022 (conclusion of pilot)	Estates and Assets Lead Specialist	
	<b>Work with partners in the district to conserve &amp; protect the natural beauty of the district</b> Develop a Management Plan for relevant sites, targeted at protecting habitats, education of visitors and effective signage & communications	Management Plan adopted	January 2023	Low Carbon & Sustainability Specialist, Estates and Assets Lead Specialist, Communications Lead	Kent Wildlife Trust, Hythe Environmental Community Group, Bumble bee Conservation Trust, Plant Life, RSPB, local landowners, Network Rail
	<b>Work with Otterpool Park LLP to secure the aspiration of 20% net biodiversity gain across the lifetime of the development</b>	Plan for biodiversity gain adopted by LLP.	Ongoing	Strategy, Policy & Performance Lead, Low Carbon & Sustainability Specialist	Otterpool Park LLP

Priority: Increase our resilience to climate change					
Over the next three years we will....	High Level Action	How do we measure this? (Milestones / KPIs etc)	Timescale	Owner	External Stakeholders
Improve the council's energy and resource efficiency	<b>Introduce EV charging points to district car parks</b> Roll out planned programme for EV charging available across district	2 EV charging points per car park in district	January 2022	Transportation Manager	
	<b>Explore options for EV fleet for council vehicles (non-contracted services) and improving fuel efficiency in line with agreed Carbon Action Plan</b>	Carbon Action Plan actions completed	February 2023	Strategy, Policy & Performance Lead, Low Carbon & Sustainability Specialist	
	<b>Minimise waste &amp; usage for our estate</b> End single-use plastic on own estate; review office consumables and recycling to minimise waste; explore water and energy efficiency measures in line with agreed Carbon Action Plan	Carbon Action Plan actions completed	February 2023	Strategy, Policy & Performance Lead, Low Carbon & Sustainability Specialist	
	<b>Roll out Street lighting LED upgrade project</b>	Street lights converted to LED, relevant transfers made to KCC	March 2023	Estates and Assets Lead Specialist	Kent County Council
	<b>Undertake Feasibility Study for new Civic Suite at Otterpool Park in line with appropriate BREEAM standards</b>	Feasibility Study considered by Cabinet	March 2022	Director of Transformation and Transition	Otterpool Park LLP

Priority: Grow the circular economy & reduce waste

Over the next three years we will....	High Level Action	How do we measure this? (Milestones / KPIs etc)	Timescale	Owner	External Stakeholders
<p>Drive up recycling rates and work with partners to highlight the benefits from reducing, rethinking, recycling and reusing materials.</p>	<p><b>Improve recycling rates across the district</b> New waste management contract (new targets identified)</p> <p>Fully embed Echo system within waste collection service to ensure better data on rates of participation</p> <p>Respond to expected statutory changes resulting from the UK Resources and Waste Strategy 2018 and the Waste Prevention Programme proposals</p>	<p>Collection targets met Number of missed collections per 100,000 – Quarterly Target 50</p> <p>Percentage of household waste recycled – Quarterly Target 50%</p>	<p>February 2021</p> <p>January 2022</p>	<p>Regulatory Services and Corporate Contracts Lead Specialist / Waste Services Manager</p> <p>Regulatory Services and Corporate Contracts Lead Specialist / Waste Services Manager</p>	
	<p><b>Reducing, Rethinking, Reusing &amp; Recycling</b> District wide carbon action plan to be developed, to include programme to undertake Promotion / Education for residents and visitors including schools</p> <p>Promote sustainable design and construction (BREEAM) for projects across the district.</p>	<p>District wide promotion campaign undertaken / Number of people reached through the campaigns</p> <p>Number people reached through campaigns</p>	<p>July 2022</p> <p>September 2022</p>	<p>Strategy, Policy &amp; Performance Lead, Low Carbon &amp; Sustainability Specialist</p> <p>Chief Planning Officer</p>	

**SERVICE AMBITION 3**

**A VIBRANT  
ECONOMY**



Service Ambition 3: A vibrant economy

Priority: Reinvigorate our high streets

Over the next three years we will....	High Level Action	How do we measure this? (Milestones / KPIs etc)	Timescale	Owner	External Stakeholders
Seek to promote sustainable growth and regeneration of Folkestone Town Centre through transformational projects, diversification and investment	<b>Folkestone Town Centre Place Plan</b> Conclude public consultation and complete Place Plan	Cabinet Agreement	September 2021	Director of Place	Kent County Council, Folkestone & Hythe Business Advisory Board, Folkestone Town Council, Creative Folkestone.
	Develop associated Action Plan	Cabinet Agreement	September 2021	Director of Place	
	Levelling Up Fund Application submitted	Bid Submitted	June 2022		
	<b>Redevelopment of FOLCA</b> Secure a new health, wellbeing and medical facility in the FOLCA building	Heads of Terms agreed with end user.	September 2021	Director of Place	CCG, GP Practices
		Planning secured	September 2022		
	Develop housing led mixed use scheme	Construction completed and facility opened	December 2024	Director of Place	
		Confirm vision for the development and scope of mixed use requirements. Attract private sector delivery partner	September 2023	Director of Place / Director of Housing & Operations	
	<b>Ship Street Regeneration</b> Deliver housing led regeneration scheme	Attract private sector delivery partner	March 2022	Director of Place / Director of Housing & Operations	Creative Folkestone
		Scheme agreed and planning secured	December 2022		

Seek to promote sustainable growth and regeneration of Folkestone Town Centre through transformational projects, diversification and investment (Continued)	High Level Action	How do we measure this? (Milestones / KPIs etc)	Timescale	Owner	External Stakeholders
	<p><b>Encourage increased footfall, local spend, new businesses and diversification</b></p> <p>Utilise High Street Fund monies to encourage visitors and residents into the town centre</p> <p>Market Improvement Programme</p> <p>Deliver programme of Shop Local Initiatives</p>	<p>Funds fully allocated</p> <p>Outcomes assessed</p> <p>2 campaigns annually</p> <p>Measure footfall</p>	<p>March 2022</p> <p>March 2023</p> <p>Ongoing</p>	<p>Director of Place</p> <p>Director of Place</p> <p>Director of Place</p>	<p>Town centre traders and businesses, Kent County Council, Folkestone Town Council</p>
	<p><b>Improve public facilities to support the regeneration of Folkestone Town Centre</b></p> <p>Complete the renovation of Pleydell Garden Public toilets.</p>	<p>Toilets renovated and reopened</p>	<p>June 2022</p>	<p>Estates and Assets Lead Specialist</p>	
	<p><b>Promote high quality public realm and built environment</b></p> <p>Folkestone and Hythe Place Panel actively involved in projects of scale or strategic significance.</p> <p>Design based Supplementary Planning Guidance developed.</p>	<p>3 engagements per year</p> <p>New SPG approved</p>	<p>Annual</p> <p>June 2022</p>	<p>Director of Place</p> <p>Chief Planning Officer</p>	<p>Folkestone and Hythe Place Panel, Kent County Council</p>
	<p><b>Explore options for more residential dwellings in and around town centres to increase diversification and to concentrate the retail area</b></p> <p>Explore mixed development opportunities including accommodation over the shops and Work/Live units</p>	<p>Number of additional units created.</p> <p>Number of new tenants, leaseholders contributing to the vibrancy of the town centre.</p>	<p>2023 onwards</p>	<p>Director of Housing &amp; Operations / Assistant Director of Housing</p>	



Priority: Support a vibrant and diverse business community

Over the next three years we will....	High Level Action	How do we measure this? (Milestones / KPIs etc)	Timescale	Owner	External Stakeholders
<p>Develop a targeted approach to supporting businesses through Folkestone Works, business support programmes and working with partners to encourage investment in the district.</p>	<p><b>Improve incubation support for new businesses</b> Deliver Romney Marsh Business Hub (RMBH)</p>	<p>Construction complete and facility open</p>	<p>December 2021</p>	<p>Director of Transformation and Transition</p>	<p>East Kent Spatial Development Company, Magnox, Romney Marsh Partnership</p>
	<p>Develop a new tenant grant support scheme to support the take-up of the RMBH</p>	<p>Full allocation of Grant support scheme</p>	<p>March 2023</p>	<p>Director of Place</p>	
		<p>RMBH 100% occupied</p>	<p>March 2023</p>		
	<p>Complete the development of the link road at Mountfield Road to facilitate serviced sites for future business growth</p>	<p>Completion of Road</p>	<p>January 2022</p>		<p>Breheney Engineering, SELEP</p>
	<p>Develop 5,802sqm new employment space at Bigginwood</p>	<p>Secure 100% of the funding required</p>	<p>October 2022</p>	<p>Director of Housing and Operations</p>	<p>Contractor</p>
		<p>Construction completed and sites / new business space open.</p>	<p>April 2023</p>	<p>Director of Place</p>	
		<p>Amount of business space created (Sqm)</p>	<p>April 2024</p>		
	<p><b>Increased support to the self-employed</b> Establish a programme of support to encourage new self-employment</p>	<p>No of new self-employed businesses established</p>	<p>March 2022</p>	<p>Chief Economic Development Officer</p>	

	High Level Action	How do we measure this? (Milestones / KPIs etc)	Timescale	Owner	External Stakeholders
<p>Develop a targeted approach to supporting businesses through Folkestone Works, business support programmes and working with partners to encourage investment in the district. (Continued)</p>	<p><b>Supporting existing businesses in the district</b></p>	<p>Identify and meet gaps in business support provision offered at the regional level for businesses in the district</p>	<p>April 2021</p>	<p>Chief Economic Development Officer</p>	<p>Locate in Kent, East Kent Colleges, Folkestone &amp; Hythe Business Board, Kent and Medway Growth Hub, SELEP, Kent County Council, local businesses</p>
	<p>To signpost and promote existing public sector business support programmes to Folkestone and Hythe businesses looking to grow.</p>	<p>New business support programme to meet gaps in provision established</p>	<p>March 2022</p>	<p>Chief Economic Development Officer</p>	
	<p>Continue to proactively engage with key businesses across the district to understand their business needs.</p>	<p>At least 10 Folkestone &amp; Hythe businesses accessing business support and grants from public sector programmes</p>	<p>March 2022</p>	<p>Chief Economic Development Officer</p>	
		<p>At least 50 businesses or potential entrepreneurs/ new start-ups signposted to support programmes and events to facilitate growth</p> <p>At least 12 key businesses are met with and supported</p>	<p>March 2022</p>	<p>Chief Economic Development Officer</p>	
	<p><b>Promote inward investment</b></p>	<p>Work with 'Locate in Kent' to attract inward investment into the district</p>	<p>March 2023</p>	<p>Chief Economic Development Officer</p>	<p>Locate in Kent</p>
	<p><b>FHDC local contracting policy</b></p>	<p>Develop and adopt a policy to encourage local businesses to contract with the council and maximise Social Value and Green opportunities through contracts</p>	<p>Establish and adopt a new policy</p>	<p>March 2022</p>	<p>Corporate Contracts Lead Specialist</p>
		<p>At least 3 local business contracting with the council</p>	<p>March 2023</p>		

Develop a targeted approach to supporting businesses through Folkestone Works, business support programmes and working with partners to encourage investment in the district. (Continued)	High Level Action	How do we measure this? (Milestones / KPIs etc)	Timescale	Owner	External Stakeholders
	<p><b>Exploit new economic growth Opportunities in the district</b> Support and promote growth in key growth sectors, including Green &amp; Nuclear, Creative Industries and Tourism</p> <p>Through the Romney Marsh Partnership attract new funding and take forward initiatives to diversify the Romney Marsh economy from its reliance on the nuclear sector</p> <p>Support and promote employment growth at Otterpool Park</p>	<p>Economic Strategy and Action Plan in place</p> <p>No of funding applications</p> <p>Works with Otterpool LLP to develop an employment strategy and action plan for key employment sites at Otterpool Park</p>	<p>December 2022</p> <p>December 2023</p> <p>December 2023</p>	<p>Chief Economic Development Officer</p> <p>Chief Economic Development Officer</p> <p>Chief Economic Development Officer</p>	<p>Romney Marsh Partnership, Otterpool Park LLP, Kent and Medway Economic Partnership, Folkestone &amp; Hythe Business Board</p>

Priority: Help people access jobs & opportunity and grow skills we need for the future

Over the next three years we will...	High Level Action	How do we measure this? (Is there a relevant KPI?)	Timescale	Owner	Stakeholders Involved
Work to ensure the impacts of unemployment, both as an employer ourselves and in supporting and signposting businesses and individuals to training, education & other programmes that could benefit them.	<p><b>Successfully deliver the Folkestone Community Works programme</b> Work with potential delivery partners and match funders to develop projects that help the long term unemployed residents within the east, harbour and central areas of Folkestone</p> <p>Ensure the delivery of an employability-type hub in Folkestone using the ERDF funding available</p>	<p>100% of the available ERDF and ESF funding is allocated</p> <p>100% of the ERDF funding for an employability-type hub is allocated</p>	<p>By end of March 2023</p> <p>By end of March 2023</p>	<p>Chief Economic Development Officer</p> <p>Chief Economic Development Officer</p>	<p>Skills providers, local businesses</p>

Work to ensure the impacts of unemployment, both as an employer ourselves and in supporting and signposting businesses and individuals to training, education & other programmes that could benefit them. (Continued)	High Level Action	How do we measure this? (Is there a relevant KPI?)	Timescale	Owner	Stakeholders Involved
	<p><b>Improve skills provision for all residents to access employment and meets the needs of local businesses</b>            Work closely with East Kent College and DWP to ensure that skills training provision meets the needs of local employers</p> <p>Undertake an annual employers survey to identify skills needs</p>	<p>At least 20% response to annual survey/improved response by employers to ensure that local provision meets their needs</p>	<p>Annual</p>	<p>Economic Development</p>	<p>East Kent Colleges, DWP, Folkestone &amp; Hythe Business Board, Kent and Medway Growth Hub, SELEP, Kent County Council, local businesses</p>
	<p><b>Work with partners and employers to create more job opportunities for local people</b>            Undertake business engagement with key employers and potential inward investors to ensure all opportunities for business growth are exploited</p>	<p>At least 12 businesses engaged with annually/            Support is provided to key employers to aid growth/retention</p>	<p>Annual</p>	<p>Economic Development</p>	<p>Locate in Kent, Folkestone &amp; Hythe Business Board, Kent and Medway Growth Hub, SELEP, Kent County Council, local businesses</p>

**SERVICE AMBITION 4**  
**QUALITY HOMES**  
**AND**  
**INFRASTRUCTURE**



Service Ambition 4: Quality Homes and Infrastructure

Priority: Improve outcomes & support for homeless people

Over the next three years we will...	High Level Action	How do we measure this? (Milestones / KPIs etc)	Timescale	Owner	External Stakeholders
Invest in additional support for those who are homeless or vulnerable to homelessness	<b>Focus on homelessness prevention</b> Enhance work with local partners and services to prevent homelessness amongst vulnerable households.	Improve the successful preventions. KPI: 5% reduction annually using 2020 as a datum. KPI: Total number of homelessness approaches KPI: Percentage of homelessness approaches closed as 'homelessness prevented' (target 4%) KPI: Average number of households in B&B accommodation KPI: Average number of households in temporary accommodation	Annual	Housing Lead Specialist - Strategic Housing	Local voluntary and statutory sector partners.
	<b>Work to end rough sleeping in the district</b> Work with partner agencies to increase the range of housing solutions and support to people who are rough sleeping or risk of rough sleeping in the district	Monitor numbers identified through the annual rough sleeper count. KPI: Average number of rough sleepers in the period	Annual	Housing Lead Specialist - Strategic Housing	Local voluntary sector agencies
	<b>Identify new funding opportunities for the continuation of support services for vulnerable homeless people</b> Work with our local partners to develop local service and access the funding to deliver them.	Resources obtained	Ongoing	Housing Lead Specialist - Strategic Housing	Local voluntary sector agencies
	<b>Deliver our Next Steps Accommodation Programme</b> Provide 6 units of supported accommodation with intensive support for the most vulnerable rough sleepers.	Units delivered and available for occupation KPI: Number of units delivered under the Next Steps Accommodation Programme	October 2021	Housing Lead Specialist - Strategic Housing	Local voluntary sector agencies

Over the next three years we will....	High Level Action	How do we measure this? (Milestones / KPIs etc)	Timescale	Owner	External Stakeholders
End rough sleeping by ensuring that we provide early intervention and support	<p><b>Implement Homelessness Strategy</b> To maintain long term the FHDC Rough Sleeper Outreach Service, now being delivered by the FHDC Prevention Plus Team</p>				
	<p><b>Develop early an intervention support service for those with no accommodation to go to, such as care leavers, people leaving prison and hospitals to reduce the number of new rough sleepers</b></p>	<p>Reduction in the number of people being discharged from care, health and detention services with “no fixed abode” (NFA) to go to. A drop in the number of individuals identified as new to rough sleeping</p>	2025	Housing Lead Specialist - Strategic Housing	Statutory and Voluntary Partners and Local Community
	<p><b>Continue to work with partners and local agencies to develop a holistic approach to supporting rough sleepers in relation to mental health, social services care and substance misuse</b></p>	<p>FHDC Homelessness Forum to meet quarterly FHDC Rough Sleeper Forum to meet regularly Rough sleepers’ feedback Improved access and sustained engagement with treatment services, particularly mental health services, by rough sleepers.</p>	2025	Housing Lead Specialist - Strategic Housing	Statutory and Voluntary Partners and Local Community
	<p><b>Work with partners and agencies to increase the range of housing solutions and support available to rough sleepers, including development of a Housing First Project</b></p> <p>Continue to support the Folkestone Churches Winter Shelter. Assist the partnership to review the service delivered</p> <p>Develop the first units in the district of Housing First accommodation in partnership with local agencies.</p>	<p>Complete the set-up of at least 2 units of Housing First accommodation by 2025.</p>	2025	Housing Lead Specialist - Strategic Housing	Folkestone Churches, Statutory and Voluntary Partners and Local Community

Over the next three years we will....	High Level Action	How do we measure this? (Milestones / KPIs etc)	Timescale	Owner	External Stakeholders
Maximise access to affordable and suitable accommodation	<b>Bring long-term empty homes back into use</b> Continue local partnerships to bring-long term empty homes back into use	At least 70 long-term empty homes returned to use each year KPI: Number of Long-term empty homes brought back into use (target 70)	Annually	Housing Lead Specialist - Strategic Housing Adrian Hammond	
	<b>Increase the supply of affordable homes for rent and low cost home ownership</b> Deliver the Council's new build and acquisition programme.  Work with affordable housing providers to maximise the number of affordable homes delivered in the district each year.	At least 80 additional affordable homes delivered each year.  KPI: Affordable homes delivered by the Council and its partners (target 80)  KPI: Affordable homes for low cost home ownership delivered by the Council and its partners (target 32)	Annually	Housing Lead Specialist - Strategic Housing Adrian Hammond	Housing associations and other local affordable housing delivery partners.
	<b>Improve the condition of private sector housing across the district</b> Implement the Council's housing enforcement policy.  Continue the Council's HMO licensing programme	At least 200 private sector homes improved  KPI: Private sector homes improved as a result of intervention by the Council (target 200)	Annually	Housing Lead Specialist - Strategic Housing Adrian Hammond	Private owners, Home Improvement Agency

Priority: Deliver sustainable, affordable housing					
Over the next three years we will....	High Level Action	How do we measure this? (Milestones / KPIs etc)	Timescale	Owner	External Stakeholders
Deliver a range of high quality and new affordable housing	<b>Develop Housing Asset Management Strategy</b> Retrofitting - Working towards investigating carbon neutrality targets & reducing fuel poverty	Adoption of Strategy by Cabinet	December 21	Assistant Director of Housing	Tenants Board, market, Otterpool Park LLP, housing providers
	A strategy that that sets out the practical vision for the HRA estate, new build, response to carbon reduction  Explore options for use of Modern Methods of Construction within the HRA	Strategy and action plan is delivered to time and budget as monitored via KPI's & audit.	November 21	Assistant Director of Housing	Tenants Board, market, Otterpool, housing providers



Deliver a range of high quality and new affordable housing (Continued)	High Level Action	How do we measure this? (Milestones / KPIs etc)	Timescale	Owner	External Stakeholders
	<b>New build and acquisition programme</b> Work with partners to develop new build pipeline  Working towards carbon neutrality	Establish network of partners to review any future development opportunities  Draft Carbon Strategy created to cover retrofitting of existing stock but also new build standards  KPI: Council home new builds and acquisitions started on site (target 20 pa)	2021-2023  November 2021  October 2021	Assets & Development Lead / Lead Specialist Strategic Housing  Assets & Development Lead  Assets & Development Lead / Lead Specialist Strategic Housing	Otterpool Park LLP, housing providers
	<b>Explore Community Led Housing options including self-build</b> Actively promote information available on website	Information available on the Council's Website put into affordable housing	December 21	Lead Specialist Strategic Housing	Otterpool Park LLP, housing providers
	<b>Promote shared ownership housing opportunities in the district</b> Establish a register for interest in shared ownership	Register established  Self-build delivering new homes.	December 21  December 23	Lead Specialist Strategic Housing / Lead Specialist Assets & Development Lead	Otterpool Park LLP, housing providers
	<b>Self-build register</b> Enhance & promote information available on website	Online portal available for use	December 21	Strategy, Policy & Performance Lead Specialist	
	Over the next three years we will...	High Level Action	How do we measure this? (Milestones / KPIs etc)	Timescale	Owner
<b>Reinvest in our existing stock</b>	<b>Undertake full stock survey to ascertain current baseline position</b> Develop the findings from the stock survey into the HRA business plan and a deliverable maintenance programmes including procurement that supports the district economy	Surveys undertaken  Development of HRA Business Plan & Cabinet agreement  KPI: Percentage of properties that meet the decent homes standard	September 2021  January 2022	Assets & Development Lead Assistant Director of Housing	Tenants & Leaseholders Contractors

Reinvest in our existing stock (Continued)	High Level Action	How do we measure this? (Milestones / KPIs etc)	Timescale	Owner	External Stakeholders
	<p><b>Re-procurement of repairs and voids contract</b> Housing Responsive Repairs Contract Working Group created to appraise options</p>	Option Appraisal completed and approved by council	Options appraisal completed September 2021	Assets & Development Lead	Procurement Tenants & Leaseholders
<p><b>Modernise the sheltered housing schemes</b> Completion of sheltered housing scheme options appraisal.</p> <p>Prioritisation of all schemes for refurbishment Initial 5 year programme for refurbishment, modernisation, rebuild in place.</p>	Options appraisal completed Tenant engagement undertaken Programme agreed by Cabinet	Contracts in place September 2022 for commencement April 2023	Assets & Development Lead	Tenants, tenants families Local member Support agencies working in the schemes Design completion with local companies	

Priority: Digital inclusion & connectivity					
Over the next three years we will....	High Level Action	How do we measure this? (Is there a relevant KPI?)	Timescale	Owner	Stakeholders Involved
Drive the deployment of high speed digital connectivity by working closely with partners and government.	<p><b>Identify the district wide infrastructure and connectivity challenges</b> Understand the current baseline of connectivity across the district</p> <p>Engage with KCC and Government to seek to improve connectivity and digital inclusion</p>	Connectivity mapped for district	December 2022	Strategy, Policy and Performance Lead Specialist	Kent County Council, Central Government
	<p><b>Identify next generation connectivity opportunities</b> Understand &amp; future proof new homes developed by Council or on behalf of Council.</p> <p>Explore options for spare capacity to be deployed to community</p>	<p>Future proofing measured by what's included in new build.</p> <p>Spare capacity, part of a broader approach e.g. as part of a council offer to share spare capacity from offices, shops</p>	<p>2022 onwards</p> <p>2023 onwards</p>	Lead Officer Assets & Development	Tenants

Drive the deployment of high speed digital connectivity by working closely with partners and government. (Continued)	High Level Action	How do we measure this? (Is there a relevant KPI?)	Timescale	Owner	Stakeholders Involved
	<b>Encourage the use of available subsidies to extend the rollout of fibre broadband into commercially less attractive rural and harder to reach areas of the district</b> Promote opportunities to residents and businesses	Promotion campaign undertaken	December 2022	Strategy, Policy and Performance Lead Specialist	Kent County Council, Central Government
<b>HRA New build to include new technology that will reduce carbon footprint improve management of compliance e.g. remote monitoring, self-reporting equipment</b> Specify the extent of new technology and build in capacity for future unknown technologies to all homes build and purchased by the HRA	Measured by peer review of new build schemes	December 2021 onwards	Lead Officer Assets & Development		

Priority: Deliver a sustainable new development at Otterpool Park					
Over the next three years we will....	High Level Action	How do we measure this? (Is there a relevant KPI?)	Timescale	Owner	Stakeholders Involved
Ensure the Garden Town is developed in a sustainable way in line with the agreed Otterpool Park Charter	<b>Adopt the Core Strategy</b> Ensure that the Core Strategy Review is successfully adopted identifying the site allocation for Otterpool Park within it.	Full Council adopt Core Strategy	December 21	Strategy, Policy and Performance Lead Specialist	Residents, Planning Inspectorate, Government agencies, Kent County Council
	<b>Agree framework for the Strategic Land Agreement and Funding Agreements between Council and Delivery vehicle</b>	Agreements formally adopted by delegated decision makers	November 21	Director of Place, Director of Corporate Services, Monitoring Officer	Otterpool Park LLP
	<b>Consider and Agree the updated Business Plan</b>	Cabinet decision	February 2022	Director of Place	Otterpool Park LLP
	<b>Consider and Agree proposed Business Cases for Phases as they are proposed by the Delivery Vehicle.</b>	Cabinet decision	2022 & Ongoing	Director of Place & Statutory Officers	
	<b>Consider the proposed Planning Application</b>	Determination on application	2022	Chief Planning Officer	Government Agencies, statutory bodies, Town & Parish Councils, Kent County Council

# CREATING TOMORROW TOGETHER

## CORPORATE ACTION PLAN

2021-2024



Folkestone & Hythe District Council, Civic Centre, Castle Hill Avenue,  
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[folkestone-hythe.gov.uk](http://folkestone-hythe.gov.uk)

