

CREATING TOMORROW TOGETHER

CORPORATE ACTION PLAN

2021-2024

PROGRESS UPDATE ON
ACTIONS



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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	Progress Update
<p>Work closely with partners to identify sites for new health facilities</p>	<p>Secure a new health centre at FOLCA site</p>	<p>Heads of Terms agreed with end user.</p>	<p>September 2021</p>	<p>Director of Place</p>	<p>CCG, GP Practices</p>	<p>Cabinet agreed a Heads of Terms in September 2021.</p> <p>Status: In Progress, Ongoing</p>
	<p>Work with the CCG and GP practices to develop a new health & wellbeing/medical facility at FOLCA.</p>	<p>Planning secured</p>	<p>September 2022</p>	<p>Director of Place</p>		<p>Detailed floor plan designs have been completed which set out the allocation of space in the proposed new facility. This now subject to a sign off process with the Integrated Care Board (ICB). This is expected in September 2022.</p> <p>Thereafter the design of building elevations, community engagement and the planning application process will begin. This will be led by the GP practices.</p> <p>Status: Ongoing</p>
		<p>Construction completed and facility opened</p>	<p>December 2024</p>	<p>Director of Place</p>		<p>This milestone is subject to planning consent being secured.</p> <p>Status: Not completed</p>
	<p>Identify appropriate health provision for Otterpool Park</p> <p>Ensure an appropriate health facility is included within the master plan for Otterpool Park.</p> <p>Identify healthcare partners & users of facility</p>	<p>Detailed scope for new facility completed and agreed by partners</p>	<p>January 2023</p>	<p>Health, Wellbeing & Partnerships Senior Specialist</p>	<p>Otterpool Park LLP, CCG, GP Practices, Residents, Town & Parish Councils</p>	<p>Work is ongoing with the Otterpool Park's Community Services and Events Manager to scope out stakeholder involvement and appropriate work streams to include. Changes in health due to restructures and impact of Covid means previous work needs revisiting and new partners engaged with to look at needs as well as work force / training/ and how the health provision will be funded. An East Kent Estates Health group has been established and FHDC and Otterpool Park teams have engaged</p> <p>Status: Ongoing</p>
<p>Invest in Leisure Facilities</p>	<p>Build & open a new, modern leisure centre at Princes Parade:</p> <p>Complete construction project for new Leisure Centre</p>	<p>Detailed design and associated construction procurement for build of leisure centre</p> <p>Phase 1 (site levels, utilities & Leisure centre) construction completed</p>	<p>December 2021 (Cabinet approval for contract)</p> <p>September 2023</p>	<p>Chief Officer -Development</p> <p>Chief Officer -Development</p>	<p>BAM</p>	<p>The pre-contract service agreement has been let and implemented. Detailed design and construction procurement is completed. The signing of main leisure centre contract expected before the end of 2022.</p> <p>Status: In Progress</p> <p>The completion of the new Leisure Centre will run into 2024 due to delays in letting main building contract.</p> <p>Status: Ongoing</p>

Service Ambition 1 Positive Community Leadership

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Invest in Leisure Facilities (Continued)	Build & open a new, modern leisure centre at Princes Parade (continued) Secure new operator & operating structure for Leisure Centre	Complete procurement for new operator	April 2022 (Cabinet approval for appointment)	Chief Officer -Development	Hythe Aqua, Seapoint Canoe Centre, Leisure Industry, Residents	The contracts and operating agreement have been agreed in draft form. The execution of contract is linked to signing of main construction contract for the Leisure centre as referenced above. Status: In Progress
	Residential and Commercial land sales secured for remaining site and South Road site	Decommission existing pool. Market, evaluate, agree Heads of Terms & negotiate sales contracts	August 2024	Director of Transition & Transformation		Heads of Terms for the sale have now been agreed. Contract progress is linked to the letting of the building contract for the new Leisure Centre. Status: Ongoing
	Develop New Leisure Strategy for the district including provision for Otterpool Park.	Cabinet decision	December 2022	Director of Place	Sport England, Town and Parish Councils, Residents	The scope for new leisure strategy for the district is to be developed. Status: In Progress
	Implement Play Area Strategy 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	Eight play areas have been transferred to Folkestone Town Council: Coniston, Downs Road, Firs Lane, George Gurr Crescent, Naseby Ave, Pine Way, Roman Way, Southern Way Enbrook Valley has been transferred to Sandgate Parish Council. Densole Way transferred to Swingfield Parish Council; and three play areas at Peregrine Close, St George's Place and Reachfields were leased to Hythe Town Council. Four play areas are due to transfer to Hawkinge Town Council imminently. These are Harvest Way, Heron Forstal, Stombers Lane and Widgeon Walk. Status: In Progress
	District Council to continue to develop priority play areas	Development of 1 priority play area per year	2022 & ongoing	Estates and Assets Lead Specialist		Through the Contain Outbreak Management Fund (COMF) the council have successfully delivered major improvements to Cheriton Road Recreation Ground, Morehall Recreation Ground and a full refurbishment of Oak Drive Play area in St Mary's Bay. Status: Completed
	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	The Le Quesne destination play area encountered a number of delays prior to commencement, but the works are now progressing and the council can expect to adopt the new play area towards the end of the 2022/23 financial year. Status: In Progress

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Invest in Leisure Facilities (Continued)	Implement Play Area Strategy (Continued) Explore the feasibility of developing a new Priority Play Area and associated services at East Cliff/ The Warren	Undertake Community consultation	December 2021	Director Housing & Ops and Lead Specialist Operations	Residents, Natural England, WCCP, Historic England, Canterbury Archaeological Trust (CAT), RDHCT, FTC	A public consultation has been undertaken between 5th July and 31st August 2022. A high number of responses has been received through the online portal and written responses. This information is being collated to be formally presented and the results of consultation will be considered by the FPPG Trustees. Status: In Progress.
		Draft Masterplan developed and considered by FPPG Trustees	Spring 2022	Director Housing & Ops and Lead Specialist Operations		To be progressed following consideration of the public consultation document. Status: In Progress
	Enable through partnership working the provision of a new athletics track 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 and Cheriton Road Sports Ground Trust	A new lease with Cheriton Road Sports Ground Trust has been agreed. Status: Completed
	Secure new changing facilities at Shorncliffe Pavilion Adoption of Football Association quality sports changing facilities	Agreement of building transfer from Developer	December 2021	Estates and Assets Lead Specialist	Taylor Wimpey	The transfer of the Shorncliffe Pavilion and football grounds are due to be transferred imminently from the developer. Status: In Progress
	Deliver new Coastal Destination Project at Coast Drive in Littlestone 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.	Project completion	September 2022	Operations Lead Specialist	New Romney Town Council, Natural England, Magnox / NDA, Shepway Sports Trust, Roger De Haan Charitable Trust, White Cliffs Countryside Partnership, Romney Marsh Partnership	The project is currently at the pre-planning and design stage. Consultants have been employed to carry out environmental surveys, undertake detailed design and structural engineering. Planning submission to be submitted towards the end of 2022. Works are then intended to commence in Spring 2023. Status: In Progress
		Tenancies completed for all chalets	November 2022	Operations Lead Specialist		Tenancies for chalets are to be agreed by the end of July 2023. Status: Progress.
		New watersports concession in operation	November 2022	Operations Lead Specialist		Two containers have been installed on site as a temporary facility and will be expanded as part of project in spring 2023. Status: In Progress

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Invest in Leisure Facilities (Continued)	Deliver new Coastal Destination Project at Coast Drive in Littlestone (Continued)	Café/Kiosk occupied by new business and operational	November 2022	Operations Lead Specialist		To be added to business portal, tenancy agreed prior to summer holidays. Status: In Progress
Improve our support and signposting for vulnerable people and enhancing our work to address poverty & financial exclusion	Prepare and Establish a Customer Access Point at FOLCA to enable those who are digitally excluded to continue to access Council services. Continue to work with DWP to explore options to provide services from the CAP.	CAP at FOLCA open	May 2022	Director of Place	DWP	This is subject to ongoing feasibility work in relation to future development options for the Folca building and options for the relocation of the Civic Centre. Status: In Progress
	Ensure our staff are appropriately trained Train customer facing staff (including key contractors) to identify & act on safeguarding and domestic abuse issues/concerns.	All customer facing staff trained	February 2022	Safeguarding Lead	Key contractors	All staff are required to complete mandatory safeguarding courses, both child and adult, as well as Prevent. Adult e-Learning was a new requirement following approval by management. Earlier this year, for the first time, very bespoke face to face training sessions were delivered to all grounds maintenance staff to augment the basic information they hold in paper form (as these staff are unable to access eLearning). Key staff are further trained on specific courses, including Domestic Abuse, Modern Day Slavery, suicide awareness, etc. Designated Officers for safeguarding (DOs) are also trained for their function in handling concerns that any vulnerable person may present with (this year the pool of DOs was increased to enable a more effective rota system to be in place, and to increase safeguarding knowledge across the council). A Contractors Advice Sheet was updated, and work has commenced on creating a new safeguarding website for external use. The intranet has been comprehensively updated with guidance, documentation, etc. The safeguarding policy was renewed in Autumn 2021 and approved by Overview and Scrutiny Committee and Full Council. Status: Completed (website development ongoing)
	Retain CSE accreditation including compliance pluses for our work with vulnerable customers.	CSE accreditation maintained	October 2021	Customer Services Lead	-	The Customer Service Excellence Accreditation retained after the successful second surveillance visit completed on 6 September 2021. All 15 compliance pluses (awarded in 2020 and 2021) were also retained, an additional 2 were awarded at the visit, bringing the total to 17, the highest number to date. Status: Completed

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<p>Improve our support and signposting for vulnerable people and enhancing our work to address poverty & financial exclusion (continued)</p>	<p>Work with other partners to increase opportunities to support vulnerable residents</p>	<p>Identify and map key partners to signpost to</p>	<p>July 2022</p>	<p>Health, Wellbeing & Partnerships Senior Specialist</p>	<p>Community Hubs, Voluntary sector, Charitable sector, education providers, Town & Parish Councils</p>	<p>Partners are engaged with in order to develop a wide range of initiatives to support many vulnerable residents;</p> <p>Examples include:</p> <ul style="list-style-type: none"> Continued development of the community hub model to establish post COVID support required for communities. Ukrainian Community Support Network established alongside the Council's operational response to support resettlement. Armed Forces – drop in sessions (monthly) and other AF covenant work. Support to Districts Voluntary and Community Sector Organisations group led by Kent County Council (KCC) Contribution to key partnerships including Kent Resilience Forum Vulnerable People and Communities Cell and Local Children's Partnership Group. Working with partners to improve the social prescribing system and other initiatives e.g. Listening events with seldom heard communities. Managing and supporting Reconnect funding to address recovery from the pandemic and work with leisure providers. Development of the District Food Network and associated projects as part of the East Kent Wellbeing Health and Improvement Partnership to work on food poverty and cost of living issues. Support to mental health and suicide prevention by working across networks and partners to enable improvements in services. Ongoing support to Napier Barracks, Unaccompanied Asylum Seeker Children hotels and Afghan refugees. Community grants provided from the Contain Outbreak Management Fund. <p>Status: Ongoing</p>

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<p>Improve our support and signposting for vulnerable people and enhancing our work to address poverty & financial exclusion (continued)</p>	<p>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.</p>	<p>Number of vulnerable customers supported by Welfare Officers</p>	<p>June 2022</p>	<p>Revenues & Benefits Lead</p>		<p>Using data for targeted support work to maximise benefits and reductions available to residents, thus increasing their income.</p> <p>Using Council data 129 households have been identified since April 2022 for increased support which resulted in additional awards of council tax reduction to the value of £30,349.</p> <p>Using Council held information to offer support through additional funds such as Household Support Fund (on behalf of KCC), Financial Support Payments and Discretionary Housing Payments.</p> <p>Financial Support Payments: Between April and July 2022 the Council have supported 179 households to the value of £91,000 off of their Council Tax charges (not Council Tax Reduction).</p> <p>Discretionary Housing Payments: Between April and July 2022 the Council have supported 168 households to the value of £98,360 in support for additional rental related payments (not Housing Benefit).</p> <p>Status: Ongoing</p>
	<p>Ensure tenants can sustain their council tenancies</p> <p>Pilot pre-tenancy training for potential tenants</p>	<p>Pilot concluded & evaluated</p>	<p>June 2022</p>	<p>Housing Operations Lead</p>	<p>Tenants & Leaseholder Board</p>	<p>Online training package has been identified. The process for engaging potential tenants has been developed. Next phase is to trial with tenant volunteers.</p> <p>Status: In Progress</p>
	<p>Review tenancy agreements and the tenure we offer to ensure they are fit for purpose</p>	<p>Review undertaken and results considered by Portfolio Holder for Housing</p>	<p>September 2022</p>	<p>Housing Operations Lead</p>	<p>Tenants & Leaseholders Board</p>	<p>Cabinet approved the recommendation to cease offering Fixed Term Tenancies on 23 March 2023.</p> <p>There is now a separate piece of work to review the current tenancy agreement clauses to ensure they are relevant and appropriate.</p> <p>Status: In Progress</p>

Service Ambition 1 Positive Community Leadership

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	Progress Update
Develop proactive and responsive services to address crime and anti-social behaviour	Continue to develop the effective partnership approach of the CSU/ CSP					
	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	The three-year Community Safety Partnership plan approved by full council in Autumn 2021. Status: Completed
	Prepare Community Safety Action Plan as part of CSP Plan	Annual review by Overview & Scrutiny Committee	September 2021	Director of Place		Annual review by the Overview and Scrutiny Committee completed in Autumn 2021, with Partner attendance. Action plan is contained within Community Safety Partnership plan and reviewed on a yearly basis. Status: Completed
	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			Funding from Police and Crime Commissioner for the current financial year was secured and projects are currently underway. A new plan for 1 st April 2022 – 31 st March 2023. Total amount secured = £27,744, plus £4,000 from 2021-2022 year for Year 9 Safeguarding Conference. This funding is dispersed across the district to support many community safety priorities, including domestic abuse, street safety, safe hubs, violent crime, and youth engagement. The multi-agency Community Safety Unit and Community Safety Partnership continue to meet statutory obligations and work in partnership to effectively address community safety issues across the district, and this includes a wide variety of community safety events and projects. A monthly newsletter summarising this activity is produced by the community safety team and circulated to over 200 partners. Status: Completed (projects are ongoing)
	Develop a new Licensing 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	The new Licensing Policy was adopted by Full Council on 25 November 2021 and is due for renewal in 5 years' time by November 2026. Status: Completed
	Develop and consult on draft policy					
	Present the new policy to full council for adoption					

Service Ambition 1 Positive Community Leadership

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	Progress Update
<p>Work with partners and communities to ensure greater resilience across the district's varied communities</p>	<p>Develop a sustainable future for the community hub model of service delivery</p> <p>Work with partners to support them in taking responsibility for community leadership</p>	<p>Hubs remaining active in supporting all areas of the district</p>	<p>December 2021</p>	<p>Health, Wellbeing & Partnerships Senior Specialist</p>	<p>Kent County Council, Age UK, Hythe, Romney Marsh, Community Hub, Age UK, South Kent Coast</p>	<p>The Community Hubs have continued to work across the district to support vulnerable people with ongoing welfare needs (signposting to services, loneliness/isolation befriending calls, dealing with emergency needs such as food/fuel, etc). Where funding has become available, and the hubs provide a natural place for dispersing the funding to help vulnerable clients, the council ensures the hubs are enabled to do this.</p> <p>The hubs continue to step up when new demands on the organisation arise e.g. Ukraine support, Op Brock, food poverty/ cost of living interventions (UK Shared Prosperity Fund role), District Food Network involvement etc. Management report compiled on future of hub work (August 2022).</p> <p>Status: Ongoing</p>
	<p>Support hubs to access funding to deliver community activities</p>	<p>Level of external funding secured</p>	<p>Ongoing</p>	<p>Health, Wellbeing & Partnerships Senior Specialist</p>		<p>Contain Outbreak Management Fund (COMF) Money – extended to Helping Hands for Folkestone and Hythe</p> <p>Helping Hands – Folkestone hub £10,000 Hythe hub £12,000 Romney Marsh hub £4,000</p> <p>COMF – £20,000 for each hub, plus £5,000 additional for Hythe to top up Helping Hands money. Additionally, Folkestone hub received £10,000 COMF funding for specific project to help older people reconnect.</p> <p>Status: Ongoing</p>
	<p>Develop our website to aid better signposting and referrals</p>		<p>December 2022</p>	<p>Health, Wellbeing & Partnerships Senior Specialist</p> <p>Communications Lead</p>		<p>Information on the community hub webpages is currently being updated. The previous information was based on Covid response and used generic covid email addresses, it was out of date and the communications team have been involved in discussions about what needs to go on the revised webpage.</p> <p>The hubs have now agreed their respective new generic email addresses that will enable them to receive calls and referrals and enable them to sign post and support as appropriate. There is a need to update the webpages with wider community support including cost of living interventions and cross link with other web pages (that are also in need of updating) as the communications team roll out their programme of updates.</p> <p>Status: In Progress</p>

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Over the next three years we will...	High Level Action	How do we measure this? (Milestones / KPIs etc)	Timescale	Owner	External Stakeholders	Progress Update
<p>Work with partners and communities to ensure greater resilience across the district's varied communities (continued)</p>	<p>Work with Otterpool Park LLP to support the Community Engagement Strategy and Community Development Strategy 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>	<p>A range of community engagement events have been undertaken over the past year and this will continue over the next period. Proposals for Otterpool Park stewardship are being developed and this will include community development as a key principle.</p> <p>Status: Ongoing</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	Progress Update
Ensure a clean, attractive and safe environment for residents, visitors and businesses	Increase the number of green flag awards for recreational spaces 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	Three Green Flags for the Coastal Park, Royal Military Canal and Radnor Park have been successfully retained. Status: Completed
	Secure additional Green Flag for Kingsnorth Gardens	Four Green Flag Parks	Summer 2022	Estates and Assets Lead Specialist	Green Flag Awards	Building on the success of retaining three Green Flags for recreational spaces within the district, a fourth Green Flag was awarded for Kingsnorth Gardens in Folkestone. Status: Completed
	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	The securing of additional Green Flags will be subject to future parks development. Work on proposals for the East Cliff are in progress with public consultation being undertaken. Status: Ongoing
	Undertake proactive enforcement within our district					
	Undertake Public Space Protection Order (PSPO) renewal	Cabinet adoption of PSPO	June 2022	Environmental Protection Senior Specialist	Kent Police, Town & Parish Councils	The Public Space Protection Order was renewed and presented to Cabinet for adoption in June 2022. Status: Completed
	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	-	Officers continue to show a presence within the District through carrying out patrols, attending events and providing education to those who work, live and visit the district. In 2021/22 Environmental Enforcement Officers issued: <ul style="list-style-type: none">409 Fixed Penalty Notices65 Enforcement Notices (e.g. Abatement Notices, Community Protection Notices)Successfully secured 100% of prosecutions against 14 cases taken to court for fly tipping, littering, breaches of Community Protection Notices (CPNs) and allowing putrescible waste to accumulate on private land. Status: Ongoing

Service Ambition 2: A Thriving Environment

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Over the next three years we will...	High Level Action	How do we measure this? (Milestones / KPIs etc)	Timescale	Owner	External Stakeholders	Progress Update
Ensure a clean, attractive and safe environment for residents, visitors and businesses (Continued)	Improve the district's visual amenity 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	Chief Officer Place & Regulatory Services Director of Place	Veolia	For 2021/22, 94.28% of streets surveyed by council officers were judged clear of litter. This is an ongoing activity, seeking progressive improvement. On average it takes 9 working hours, from report, to clear a fly-tip. Status: Ongoing
	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	Environmental Protection Senior Specialist Area Officers	Local businesses, community groups, schools	Officers have carried out the litter picks, business and work volunteers days, worked with schools and youth offenders within the community, to improve or enhance the visual aspect of the district. In 2021/22, the Local Area Officers: <ul style="list-style-type: none"> Supported 76 Community environmental volunteer events including, stream cleans, area clean ups and litter picks with 950 attendees helping to collect over 1,500 bags of litter to help keep the district clean and tidy. Completed 10,118 'See it, Own it, Do it interventions around the district. Ensured graffiti was cleared on average within 30 hours of being reported. Status: Ongoing
	Work with White Cliffs Countryside Project to further enhance green spaces across the district		Ongoing	Estates and Assets Lead Specialist	White Cliffs Countryside Project	Regular communication has been maintained with the White Cliffs Countryside Project (WWCP) along with attendance at the partnership board meetings. The council is working closely with the project, notably on improvements ongoing at The Warren in Folkestone. Status: Ongoing
	Enhance the safe parking offer available within the district 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	12 car parks within district maintained their safe status under the Safe Parking Awards. Status: Completed

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Over the next three years we will...	High Level Action	How do we measure this? (Milestones / KPIs etc)	Timescale	Owner	External Stakeholders	Progress Update
<p>Ensure a clean, attractive and safe environment for residents, visitors and businesses (Continued)</p>	<p>Enhance the safe parking offer available within the district (continued)</p> <p>Aim for another 3 over the next 24 months</p>	<p>15 designated Safer Parking Awards car parks</p>	<p>December 2023</p>	<p>Transportation Manager</p>	<p>Park Mark</p>	<p>A further 16 car parks within the district are now recognised with safer parking status.</p> <p>Status: Completed</p>
	<p>Develop a district wide Climate Strategy</p> <p>Work with Kent County Council to support the implementation of the Kent & Medway Energy & Low Emissions Strategy across the district</p>	<p>Adoption of district wide strategy</p> <p>Progress against relevant implementation plan actions</p>	<p>January 2022</p>	<p>Director of Corporate Services Strategy, Policy & Performance Lead, Low Carbon & Sustainability Specialist</p>	<p>Residents, Businesses within District, KCC, Town and Parish Councils</p>	<p>A project proposal for the District-wide Carbon Plan was agreed by Cabinet in March 2022. Since then we have set up a Carbon Innovation Lab (CI-Lab) with interested groups from the district to guide the work. We have held a number of meetings of the CI-Lab and are beginning to draft up an outline of the plan, but the timetable and format of the plan will be determined by the CI-Lab itself.</p> <p>Status: In Progress</p>
<p>Improving cycling and walking routes</p>	<p>Work with Kent County Council to progress the two schemes awarded funding under the Active Travel Part 2 scheme through to implementation</p> <p>Seek further opportunities for funding to deliver the objectives of the Local Cycling and Walking Infrastructure Plan.</p>	<p>New schemes open</p> <p>Funding opportunities identified</p>	<p>March 2023</p> <p>Ongoing</p>	<p>Strategy & Policy Senior Specialist</p> <p>Strategy & Policy Senior Specialist</p>	<p>Kent County Council, Town & Parish Councils</p>	<p>Construction of the section of the Cinque Ports link at Dymchurch that was awarded funding under tranche 2 is to begin mid-September 2022.</p> <p>Stakeholder consultation to take forward design work on the Cheriton to Folkestone Central scheme (the second scheme awarded funding) is to be held towards the end of September 2022.</p> <p>Status: Ongoing</p>
	<p>Ensure the Folkestone Town Centre Place Plan maximises opportunities for improved connectivity through walking and cycling routes</p> <p>Secure opportunities to improve walking and cycling in/ around Folkestone Town Centre into a funding submission to the Levelling Up Fund</p>	<p>Levelling Up Fund bid submitted that seeks to improve routes for walking & cycling</p>	<p>March 2022</p>	<p>Director of Place / Strategy & Policy Senior Specialist</p>	<p>Kent County Council</p>	<p>The Levelling Up Fund bid was submitted on the 5th August 2022. A central tenet of the bid is to provide improved, sustainable transport connections between the Folkestone Central station and bus station, and more widely across the town centre. The bid includes a range of improvements for cycling and walking and links with existing Active Travel projects.</p> <p>Status: Ongoing</p>

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	Progress Update
Improving cycling and walking routes (Continued)	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)	Relevant schemes adopted within sustainable transport strategies	March 2023	Strategy & Policy Senior Specialist	Homes England, Otterpool Park LLP	A revised planning application for the Otterpool Park garden town was submitted on 31 March 2022. The application sets out proposals to support low car ownership and offer sustainable transport choices for residents of the new garden town, promoting walking, cycling and active travel as the best options for short journeys. Status: In Progress
Take positive measures to encourage biodiversity	Undertake pilot to explore options to phase out the use of pesticides on Council land	Evaluation of pilot, to include cost, labour investment, impact on management of land	October 2022 (conclusion of pilot)	Estates and Assets Lead Specialist		A report to Cabinet in April 2022 provided an update on the work undertaken to reduce the council's use of pesticide and proposed use of budgeted funds to reduce the carbon footprint of the Grounds Maintenance (GM) operational activities. £35k of budgeted funds was approved for pesticide trials to invest in machinery that reduces the carbon footprint from GM activities. Status: Completed
	Work with partners in the district to conserve & protect the natural beauty of the district 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, Bumblebee Conservation Trust, Plant Life, RSPB, local landowners, Network Rail	The Council is working closely with WCCP to further enhance SSSI sites within the district. The Dungeness Sustainable Access and Recreational Management Strategy (SARMS) actions have been included in the recent Community Infrastructure Levy (CIL) update, so these could have possible funding in the future for further collaborative working with other organisations. The emerging Green and Blue Infrastructure Strategy sets out several priorities and opportunities, many of which are outside the remit of the council. This would, therefore, include working with our partners to implement the actions identified, including further management plans'. Status: In Progress
	Work with Otterpool Park LLP to secure the aspiration of 20% net biodiversity gain across the lifetime of the development	Plan for biodiversity gain adopted by LLP.	Ongoing	Strategy, Policy & Performance Lead, Low Carbon & Sustainability Specialist	Otterpool Park LLP	A revised planning application for the Otterpool Park garden town was submitted on 31 March 2022. The application sets out proposals that could achieve a net gain in biodiversity of 20 per cent, by ensuring that development avoids the most valuable areas, providing buffers around key features, creating new habitats, maximising the ecological value of the new development and providing approximately 50 per cent green infrastructure within the town. Next steps will be dependent on the decision on the planning application. Status: In Progress

Service Ambition 2: A Thriving Environment

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	Progress Update
Improve the council's energy and resource efficiency	Introduce EV charging points to district car parks Roll out planned programme for EV charging available across district	2 EV charging points per car park in district	January 2022	Transportation Manager		<p>The rollout of new EV charging points did not complete by January 2022 due to delays associated with the procurement of contract, however the roll out of new EV charging points by the contractor Connected Kerb commenced in February 2022. A total of 59 EV charging points in 16 car parks have been completed so far. A further 10 sites are to be commissioned by end of the year.</p> <p>Status: In Progress</p>
	Explore options for EV fleet for council vehicles (non- contracted services) and improving fuel efficiency in line with agreed Carbon Action Plan	Carbon Action Plan actions completed	February 2023	Strategy, Policy & Performance Lead, Low Carbon & Sustainability Specialist		<p>The Carbon Action Plan was agreed by Cabinet in February 2021. This sets out a number of actions that the council will undertake (immediately, in the short-term and in the medium to long-term) to tackle emissions from the council's estate and operations. The phased upgrade of the council's fleet to hybrid or electric vehicles is set out as a medium to long-term action.</p> <p>The council is commissioning an update to the 2021 Carbon Action Plan to quantify the progress made so far to determine if the remaining actions will deliver sufficient carbon reductions or if additional actions are needed.</p> <p>Status: In Progress</p>
	Minimise waste & usage for our estate 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		<p>The Carbon Action Plan was agreed by Cabinet in February 2021. This sets out a number of actions that the council will undertake (immediately, in the short-term and in the medium to long-term) to tackle emissions from the council's estate and operations. There has been progress on reducing the use of plastics and other office consumables:</p> <ul style="list-style-type: none"> • Use of plastic cups for water coolers have been stopped with plastic cups no longer being purchased once old stock has been phased out. • Cleaning solutions are being bought in 5L bottles, including dish soap and hand soap. • The desk sanitiser is also being bought in a 5L bottle that staff are to dilute into refillable 750ml spray bottles <p>The council is commissioning an update to the 2021 Carbon Action Plan to quantify the progress made so far to determine if the remaining actions will deliver sufficient carbon reductions or if additional actions are needed.</p> <p>Status: In Progress</p>

Service Ambition 2: A Thriving Environment

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	Progress Update
Improve the council's energy and resource efficiency (Continued)	Roll out Street lighting LED upgrade project	Street lights converted to LED, relevant transfers made to KCC	March 2023	Estates and Assets Lead Specialist		<p>Work on upgrading the adoptable assets (321) is nearly complete. The adoptable assets are scheduled to be transferred to KCC in October 2022. Work on non-adoptable assets (723) is to commence in September 2022. 31% of the overall project is now complete and full completion is scheduled for March 2023.</p> <p>Status: In Progress</p>
	Undertake Feasibility Study for new Civic Suite at Otterpool Park in line with appropriate BREEAM standards	Feasibility Study considered by Cabinet	March 2022			<p>Stage 1 (Preparation & Briefing) of the Royal Institute British Architects (RIBA) Plan of Work has been completed. Work is currently taking place on RIBA Stage 2 (Concept design).</p> <p>Client engagement workshops are ongoing. Staff consultations are ongoing and a member briefing is to be programmed in for October 2022.</p> <p>Status: In Progress</p>

Service Ambition 2: A Thriving Environment

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	Progress Update
Drive up recycling rates and work with partners to highlight the benefits from reducing, rethinking, recycling and reusing materials.	<p>Improve recycling rates across the district</p> <p>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>Collection targets met</p> <p>Number of missed collections per 100,000 – Quarterly Target 50</p> <p>Percentage of household waste recycled – Quarterly Target 50%</p>	Ongoing	Chief Officer Place & Regulatory Services / Waste Services Manager		<p>Missed Collections – Following the start of the route optimisation project in May 2021 and related service problems the number of missed bins exceeded the target for most of Q1 and Q2 21/22. However, the collection service steadily improved during Q3 and by December 2021 missed collections were within the contract target, at 48.1 for the month. Further improvement and consistency during Q4 2021/22, resulted in a figure of 45.8 for the quarter.</p> <p>Recycling % - There are seasonal variations in recycling, so it is likely that not every quarter will meet / exceed 50%. However, for the year 2020/21 the DEFRA validated recycling rate is likely to be around 45.3% (This being a small decrease on 2019/20, largely attributable to the reduction in garden waste recycled during the garden waste service suspension period of summer 2021.)</p> <p>Status: Ongoing</p>

Service Ambition 2: A Thriving Environment

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	Progress Update
<p>Drive up recycling rates and work with partners to highlight the benefits from reducing, rethinking, recycling and reusing materials. (Continued)</p>	<p>Improve recycling rates across the district (continued)</p> <p>Respond to expected statutory changes resulting from the UK Resources and Waste Strategy 2018 and the Waste Prevention Programme proposals</p>		<p>January 2022</p>	<p>Chief Officer Place & Regulatory Services / Waste Services Manager</p>		<p>Government consultations and preparation work are still ongoing (and partially delayed), however, officers from the council are actively contributing to the developing discussions.</p> <p>Status: Ongoing</p>
	<p>Reducing, Rethinking, Reusing & Recycling</p> <p>District wide carbon action plan to be developed, to include programme to undertake Promotion / Education for residents and visitors including schools</p>	<p>District wide promotion campaign undertaken / Number of people reached through the campaigns</p>	<p>July 2022</p>	<p>Strategy, Policy & Performance Lead, Low Carbon & Sustainability Specialist</p>		<p>A project proposal for the District-wide Carbon Plan was agreed by Cabinet in March 2022. Since then we have set up a Carbon Innovation Lab (CI-Lab) with interested groups from the district to guide the work. We have held a number of meetings of the CI-Lab and are beginning to draft up an outline of the plan, but the timetable and format of the plan will be determined by the CI-Lab itself.</p> <p>In addition, the Low Carbon Senior Specialist has attended a 'Civic day' hosted by the New Folkestone Society in June to promote the district wide carbon plan and progress made on tackling climate change. A further opportunity to promote this work will take place at the Hythe Eco Fest in September to promote the CI-Lab and work being undertaken to reduce carbon emissions.</p> <p>Status: In Progress</p>
	<p>Promote sustainable design and construction (BREEAM) for projects across the district.</p>	<p>Number people reached through campaigns</p>	<p>September 2022</p>	<p>Chief Planning Officer</p>		<p><i>All planning applications meeting the policy threshold are required to meet Council BREEAM standards.</i></p> <p>Status: Ongoing</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	Progress Update
<p>Seek to promote sustainable growth and regeneration of Folkestone Town Centre through transformational projects, diversification and investment.</p>	<p>Folkestone Town Centre Place Plan Conclude public consultation and complete Place Plan</p>	<p>Cabinet Agreement</p>	<p>September 2021</p>	<p>Director of Place</p>	<p>Kent County Council, Folkestone & Hythe Business Advisory Board, Folkestone Town Council, Creative Folkestone.</p>	<p>A report was presented to Cabinet in September 2021 setting out the final public consultation results and seeking approval of the Folkestone Town Centre Place Plan document. Plan approved. Status: Completed</p>
	<p>Develop associated Action Plan</p>	<p>Cabinet Agreement</p>	<p>September 2021</p>	<p>Director of Place</p>		<p>An action plan to take forward the projects identified in the Place Plan is ongoing and will be influenced by the Levelling Up Fund (LUF) application decision. Status: Ongoing</p>
	<p>Levelling Up Fund Application submitted</p>	<p>Bid Submitted</p>	<p>June 2022</p>	<p>Director of Place</p>		<p>A Levelling Up Fund application was submitted by FHDC for the Folkestone – A Brighter Future project. A decision from government on this is expected by end October 2022 The three priority projects as set out in the bid were as follows: 1. Station Arrival and Town Centre Connections 2. Improved Gateway to the Town Centre and Bouverie Square 3. Folca, Sandgate Road and Town Centre Public Realm Status: Completed</p>
	<p>Redevelopment of FOLCA Secure a new health, wellbeing and medical facility in the FOLCA building</p>	<p>Heads of Terms agreed with end user. Planning secured</p>	<p>September 2021 September 2022</p>	<p>Director of Place Director of Place</p>	<p>CCG, GP Practices</p>	<p>Heads of Terms (HoTs) agreed following Cabinet approval. Detailed floor plan designs have been completed which set out the allocation of space in the proposed new facility. This now subject to a sign off process with the Integrated Care Board (ICB). This is expected in October 2022. Thereafter the design of building elevations, community engagement and the planning application process will begin. This will be led by the GP practices. Status: Ongoing</p>
	<p>Develop housing led mixed use scheme</p>	<p>Construction completed and facility opened Confirm vision for the development and scope of mixed-use requirements. Attract private sector delivery partner</p>	<p>December 2024 September 2023</p>	<p>Director of Place Director of Place / Director of Housing & Operations</p>		<p>Feasibility work to determine the best mix of uses for the Folca 2 building is underway. Market analysis has been completed and this points to a refurbishment of the building based on a mix of leisure, retail and employment uses (nota housing led redevelopment). A report on the options for redevelopment will be brought forward in early 2023. Technical building appraisals will be completed by December 2022 and this will inform early works to the building which form part of the Council's Levelling Up Fund bid. Status: Ongoing</p>

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	Progress Update
Seek to promote sustainable growth and regeneration of Folkestone Town Centre through transformational projects, diversification and investment. (continued)	Ship Street Regeneration Deliver housing led regeneration scheme	Attract private sector delivery partner Scheme agreed and planning secured	March 2022 December 2022	Director of Place / Director of Housing & Operations	Creative Folkestone	A presentation was given to the Overview & Scrutiny Committee on 6 th September 2022. The report has now been submitted to cabinet for approval of design brief, funding applications and architect appointment/planning submission. Status: In Progress
	Encourage increased footfall, local spend, new businesses and diversification Utilise High Street Fund monies to encourage visitors and residents into the town centre	Funds fully allocated	March 2022	Director of Place	Town centre traders and businesses, Kent County Council,	A total of 9 high streets fund applications approved YTD. 6 in Folkestone, 1 each for Sandgate, Hythe & Dymchurch. 5 of the approvals were for refurbishments to occupy commercial premises that has been empty. This will help drive increased footfall in the respective areas. Status: Ongoing
	Market Improvement Programme	Outcomes assessed	March 2023	Director of Place		In line with the Place Plan options for further development of the market offer in the town centre are being developed. Status: Ongoing
	Deliver programme of Shop Local Initiatives	2 campaigns annually Measure footfall	Ongoing	Director of Place	Folkestone Town Council	As part of the Welcome Back Fund project a digital high street and events app has been developed for use district wide. Actions are currently underway to formally launch following positive feedback from local business and business forums. Early business adopters have been identified. Status: Ongoing
	Improve public facilities to support the regeneration of Folkestone Town Centre Complete the renovation of Pleydell Garden Public toilets.	Toilets renovated and Reopened	June 2022	Estates and Assets Lead Specialist		Refurbishment works of the Pleydell Gardens facilities commenced on Monday 5 September 2022; the refurbishment will take approximately 6 weeks to complete. Status: In Progress
	Promote high quality public realm and built environment Folkestone and Hythe Place Panel actively involved in projects of scale or strategic significance.	3 engagements per year	Annual	Director of Place	Folkestone and Hythe Place Panel, Kent County Council	A total of 12 panels have been undertaken within this calendar year of which 9 panels were in this financial year (2022/23). Status: Ongoing
	Design based Supplementary Planning Guidance developed	New SPG approved	June 2022	Chief Planning Officer		The need for Supplementary Planning Guidance (SPG) has been raised with the Corporate Policy and Strategy team. This is under review, given current vacancies in the strategy team and emerging Government proposals for mandatory district-wide design codes'. Status: Not completed

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	Progress Update
Seek to promote sustainable growth and regeneration of Folkestone Town Centre through transformational projects, diversification and investment. (continued)	<p>Explore options for more residential dwellings in and around town centres to increase diversification and to concentrate the retail area</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>	2023 onwards	Director of Housing & Operations / Assistant Director of Housing		<p>The Folkestone Town Centre Place Plan provides a basis for redevelopment opportunities in the town centre area, including potential housing. This is viewed largely as private sector led development. There are 3 approved schemes which are progressing in the core town centre area:</p> <ul style="list-style-type: none"> • Conversion of former Bonmarche store– 24 apartments • Development of empty site on guildhall street – 15 Apartments • Conversion and re-development of Leas Pavilion – 91 Apartments <p>Status: Ongoing</p>

Service Ambition 3: A Vibrant Economy

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	Progress Update
Develop a targeted approach to supporting businesses through Folkestone Works, business support programmes and working with partners to encourage investment in the district.	Improve incubation support for new businesses Deliver Romney Marsh Business Hub (RMBH)	Construction complete and facility open	December 2021	Director of Place	East Kent Spatial Development Company, Magnox, Romney Marsh Partnership	<p>The Romney Marsh Business Hub was opened in December 2021.</p> <p>Status: Completed</p>
	Develop a new tenant grant support scheme to support the take-up of the RMBH	Full allocation of Grant support scheme	March 2023	Director of Place		<p>A new business grant scheme was approved by Cabinet in July 2021 and was launched in September 2021.</p> <p>Status: Completed</p>
		RMBH 100% occupied	March 2023	Director of Place		<p>2 offices have been occupied to date, with both having applied to the grant scheme and been successful. The sum of £17,107 has been awarded to date. Current Occupancy rates align to RMBH business plan projections.</p> <p>Status: Ongoing</p>
	Complete the development of the link road at Mountfield Road to facilitate serviced sites for future business growth	Completion of Road	January 2022		Breheeny Engineering, SELEP	<p>The link road is now complete, however due to external factors the utilities are still progressing and works for this will be substantially completed by end October 2022.</p> <p>Status: In Progress</p>

Service Ambition 3: A Vibrant Economy

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	Progress Update	
Develop a targeted approach to supporting businesses through Folkestone Works, business support programmes and working with partners to encourage investment in the district. (Continued)	Develop 5,802sqm new employment space at Bigginwood	Secure 100% of the funding required	October 2022	Director of Housing and Operations	Contractor	Officers were successful in obtaining £1.15M from the Brownfield Release Fund under One Public Estate. Status: Completed	
		Construction completed and sites / new business space open.	April 2023	Director of Housing and Operations		The remediation contract has been awarded and expected to be completed in June 2023. At this point the site will be handed over to both the residential and commercial developers. The legal work on the sale contracts has commenced with exchange of contracts expected this Autumn. Status: In Progress	
		Amount of business space created (Sqm)	April 2024			See latest update above.	
	Increased support to the self-employed	Establish a programme of support to encourage new self employment	No of new self-employed businesses established	March 2022	Chief Officer – Place & Growth		Business support programmes delivered through the Kent & Medway Growth Hub and other providers are promoted to business. The CLLD programme targets support at self employment in Folkestone. The COVID period impacted on the provision of Council led support. This is now being reviewed to assess the type of supports businesses require. Status: Not completed
	Supporting existing businesses in the district	Identify and meet gaps in business support provision offered at the regional level for businesses in the district	New business support programme to meet gaps in provision established	April 2021	Chief Officer – Place & Growth		The COVID period impacted on the provision of Council led support. This is now being reviewed to assess the type of supports businesses require. The Green Business Grants programme has been launched. Status: Not completed
	To signpost and promote existing public sector business support programmes to Folkestone and Hythe businesses looking to grow		At least 10 Folkestone & Hythe businesses accessing business support and grants from public sector programmes	March 2022	Chief Officer – Place & Growth		During Quarter 1 2022/23, 19 applications were received from our internal leg grant schemes. This comprises of the following: <ul style="list-style-type: none">• 6 High Streets Fund applications• 2 Romney Marsh Business Hub grant scheme applications• 3 Green Business Grant Scheme applications,• 8 Folkestone Community Works grant schemes Status: Ongoing

Service Ambition 3: A Vibrant Economy

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Over the next three years we will...	High Level Action	How do we measure this? (Milestones / KPIs etc)	Timescale	Owner	External Stakeholders	Progress Update
<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>Supporting existing businesses in the district (continued)</p> <p>Continue to proactively engage with key businesses across the district to understand their business needs.</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>March 2022</p>	<p>Chief Officer – Place & Growth</p> <p>Chief Officer – Place & Growth</p>		<p>65 businesses, which comprised of communication with Folkestone & Hythe District council, and businesses within our district liaising with other relevant Kent organisations. Internally, communications were a mixture of in persons meetings and telephone/ teams conversations and included enquiries from businesses wishing to expand/ re-locate and also from start-ups. Externally, a significant number of the enquiries were regarding grants & funding. Other common enquiries included business growth, and premises enquiries.</p> <p>Status: Ongoing</p> <p>In 2021/22 – A total of 15 businesses in the district were met, although the pandemic resulted in many of these meetings taking place online, rather than in person. The key businesses engaged with in the year included Saga, Church & Dwight, Magnox, EDF, London Ashford Airport and Plamil Foods, amongst others. These meetings included looking at opportunities for the council to support the growth of the business, as well as signposting to funding opportunities and potential sites to support expansion plans.</p> <p>During Quarter 1 2022/23, 17 businesses were directly engaged with to support growth and the retention of local people. These include: Alkaline UK Haulage, Folkestone Harbour & Seafront company, Romney Tweed, Basepoint Shearway, Charlier Construction, Romney Hythe & Dymchurch Railway, The Workshop, Stagecoach, Beresfords Accountants, Locate in Kent, Screen South, Motis Estates, Folkestone College, Oak Creative, Saga Group.</p> <p>Status: Ongoing</p>
	<p>Promote inward investment</p> <p>Work with ‘Locate in Kent’ to attract inward investment into the district</p>	<p>Number of funding opportunities pursued to deliver new investment schemes in the district – Annual Target: 2</p>	<p>March 2023</p>	<p>Chief Officer – Place & Growth</p>		<p>Opportunities for inward investment are promoted in partnership with Locate in Kent. This includes employment sites , Folkestone Town Centre and Otterpool Park.</p> <p>Status: Ongoing</p>

Service Ambition 3: A Vibrant Economy

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	Progress Update
<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>FHDC local contracting policy</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>At least 3 local business contracting with the council</p>	<p>March 2023 onwards</p>	<p>Corporate Contracts Lead Specialist</p> <p>Procurement Senior Specialist</p>		<ul style="list-style-type: none"> • ‘Procurement Plan’ to be implemented, which outlines measures to increase local businesses participation and maximises climate and social value considerations in our tender process • Continuous efforts to simplify the tender documents and make them accessible to local businesses. • Publication of tenders on Kent Business Portal to encourage local businesses participation. • To encourage climate and social value considerations, carbon action questions have been included with our standard tender documents • 5% weighting applied to net zero and social value evaluation criteria, respectively. • Collaborating with Legal team to incorporate low carbon emission clauses into the council’s standard template agreements. - presently concentrating on carbon emission scope 1 and 2. • Procurement to ensure that the requirement for net zero and social value are clearly set within our tender documents, providing local businesses the opportunity to integrate these requirements within their tender responses. • Modern Slavery– questions included within tender selection questionnaire and appropriate clauses already included within our standard contract agreements <p>Status: Ongoing</p>
	<p>Exploit new economic growth Opportunities in the district</p> <p>Support and promote growth in key growth sectors, including Green & Nuclear, Creative Industries and Tourism</p>	<p>Economic Strategy and Action Plan in place</p>	<p>December 2022</p>	<p>Chief Officer – Place & Growth</p>	<p>Romney Marsh Partnership, Otterpool Park LLP, Kent and Medway Economic Partnership, Folkestone & Hythe Business Board</p>	<p>The council commissioned an economic evidence base to assess the latest data aimed at identifying any key gaps missing from the Corporate Action Plan in light of the pandemic and wider economic conditions. This will be used to develop a new Economic Strategy for the district which will include action plans for Otterpool Park and the Romney Marsh.</p> <p>The Council, in partnership with KCC, have set up to research, lobby and promote the opportunity of a new nuclear facility at Dungeness, whether this be through SMR (Small Modular Reactors) or Hydrogen Fuelling opportunities.</p> <p>The Romney Marsh partnership has created a Tourism subgroup to look at opportunities for developing the tourism offer across the district.</p> <p>Status: Ongoing</p>

Service Ambition 3: A Vibrant Economy

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	Progress Update
Develop a targeted approach to supporting businesses through Folkestone Works, business support programmes and working with partners to encourage investment in the district. (Continued)	Exploit new economic growth Opportunities in the district (continued) 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	No of funding applications	December 2023	Chief Officer – Place & Growth		One project application for funding has been submitted to the Nuclear Development Agency Magnox Socio Economic Fund and FHDC for a Coastal Destination Project. The projects estimated value is £1m and £350,000 has been asked for to the NDA funding committee. This application has been accepted in principle, subject to planning consent from Natural England. Application submitted and approved in April 2022. Status: Ongoing
	Support and promote employment growth at Otterpool Park	Works with Otterpool LLP to develop an employment strategy and action plan for key employment sites at Otterpool Park	December 2023	Chief Officer – Place & Growth		An action plan for key employment sites has been drafted with the LLP. This will form part of the new Economic Strategy for the district. Status: In Progress

Service Ambition 3: A Vibrant Economy

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? (Milestones / KPIs etc)	Timescale	Owner	External Stakeholders	Progress Update
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.	Successfully deliver the Folkestone Community Works programme 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	100% of the available ERDF and ESF funding is allocated	By end of March 2023	Chief Officer – Place & Growth		63% of the European Social Fund (ESF) & European Regional Development Fund (ERDF) funding is currently allocated. ERDF funding £1,349,094 /allocated £851,307 Following the decommitment of unallocated ESF funds by the Department for Work Pensions (DWP). The ESF is now 100% spent - £132,355 59% of the ERDF funding is allocated and a further 18% is currently in the decision process. ERDF funding £1,216,739/ allocated £718,952 Status: Ongoing
	Ensure the delivery of an employability-type hub in Folkestone using the ERDF funding available	100% of the ERDF funding for an employability-type hub is allocated	By end of March 2023	Chief Officer – Place & Growth		Applications for 50% of the funding are under development. The programme is responding to the change in service delivery by addressing digital exclusion as well as trying to create flexible space that service providers will be able to utilise. ERDF funds £250,000 / allocated £0. Status: Ongoing

Service Ambition 3: A Vibrant Economy

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? (Milestones / KPIs etc)	Timescale	Owner	External Stakeholders	Progress Update
<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)</p>	<p>Improve skills provision for all residents to access employment and meets the needs of local businesses</p> <p>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 & Hythe Business Board, Kent and Medway Growth Hub, SELEP, Kent County Council, local businesses</p>	<p>A successful skills event was held at Marsh Academy in July 2022 aimed at linking local employers and other training provider including East Kent College (EKC) with students and future careers. The event was attended by over 400 students. EKC has also been in working with the FHDC to trail an adult skill learning programme which is currently being developed, they are also looking at funding options to ensure delivery.</p> <p>As part of the UK Shared Prosperity Fund (UKSPF) programme there is a People and Skills objective which FHDC aim to implement in 2024-25. FHDC are linking up with Folkestone & Hythe Business Advisory Board and EKC to develop a skills needs assessment/survey which will identify the types of skills programmes required.</p> <p>Status: Ongoing</p>
	<p>Work with partners and employers to create more job opportunities for local people</p> <p>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 & Hythe Business Board, Kent and Medway Growth Hub, SELEP, Kent County Council, local businesses</p>	<p>Combination of in person meetings and telephone calls. 17 business engaged: These include: Alcaline UK Haulage, Folkestone Harbour & Seafront company, Romney Tweed, Basepoint Shearway, Charlier Construction, Romney Hythe & Dymchurch Railway, The Workshop, Stagecoach, Beresfords Accountants, Locate in Kent, Screen South, Motis Estates, Folkestone College, Oak Creative and Saga Group.</p> <p>Status: Ongoing</p>

SERVICE AMBITION 4
QUALITY HOMES
AND
INFRASTRUCTURE



Service Ambition 4: Quality Homes & 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	Progress Update
<p>Invest in additional support for those who are homeless or vulnerable to homelessness</p>	<p>Focus on homelessness prevention</p> <p>Enhance work with local partners and services to prevent homelessness amongst vulnerable households.</p>	<p>Improve the successful preventions.</p> <p>KPI: 5% reduction annually using 2020 as a datum.</p> <p>KPI: Total number of homelessness approaches</p> <p>KPI: Percentage of homelessness approaches closed as 'homelessness prevented' (target 4%)</p> <p>KPI: Average number of households in B&B accommodation</p> <p>KPI: Average number of households in temporary accommodation</p>	<p>Annual</p>	<p>Housing Lead Specialist - Strategic Housing</p>	<p>Local voluntary and statutory sector partners.</p>	<p>The Councils Housing Options Team continues to work to prevent homelessness wherever possible, assisting households to remain in the current home or to move to alternative suitable accommodations. This focus ensures that the Council is able to minimise the number of households in B & B and other forms of temporary accommodation. As at the end of June, 27 households were accommodated in temporary accommodation.</p> <p>The number of households approaching the Council as homeless reduced from 144 households in April of this year, to 127 households approaching in June 2022.</p> <p>9.7% of all approaches to the Council were closed as homelessness preventions during quarter 1.</p> <p>Status: Ongoing</p>
	<p>Work to end rough sleeping in the district</p> <p>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.</p>	<p>Monitor numbers identified through the annual rough sleeper count.</p> <p>KPI: Average number of rough sleepers in the period</p>	<p>Annual</p>	<p>Housing Lead Specialist - Strategic Housing</p>	<p>Local voluntary sector agencies</p>	<p>The Council continues to work with local partner agencies to assist people who are rough sleeping in the district, or who have a history of rough sleeping helping them to access accommodation and support service to enable them to move toward a more settled way of life.</p> <p>During quarter one, the average number of people sleeping rough in the district was 11. The Council and its partners monitor the number of people rough sleeping on an ongoing basis.</p> <p>Status: Ongoing</p>
	<p>Identify new funding opportunities for the continuation of support services for vulnerable homeless people</p> <p>Work with our local partners to develop local service and access the funding to deliver them.</p>	<p>Resources obtained</p>	<p>Ongoing</p>	<p>Housing Lead Specialist - Strategic Housing</p>	<p>Local voluntary sector agencies</p>	<p>The Council continues to work with local partner agencies to assist people who are rough sleeping in the district, helping them to access accommodation and support service to enable them to move toward a more settled way of life. The local partnership includes Dover District Council, The Rainbow Centre, Porchlight and Serveco. The partnership has successfully secured ongoing funding from the Government to deliver a range of outreach and support services across the Folkestone and Hythe and Dover Districts.</p> <p>Status: Ongoing</p>

Service Ambition 4: Quality Homes & 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	Progress Update
Invest in additional support for those who are homeless or vulnerable to homelessness (continued)	Deliver our Next Steps Accommodation Programme 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	A total of four units with intensive support have been delivered to date. Work to identify other potential suitable accommodation is ongoing. Status: Ongoing
End rough sleeping by ensuring that we provide early intervention and support	Implement Homelessness Strategy To maintain long term the FHDC Rough Sleeper Outreach Service, now being delivered by the FHDC Prevention Plus Team					
	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	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	2025	Housing Lead Specialist - Strategic Housing	Statutory and Voluntary Partners and Local Community	This work is ongoing. The Council continues to work with local partner agencies to assist people who are rough sleeping in the district, helping them to access accommodation and support service to enable them to move toward a more settled way of life. Status: Ongoing
	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	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.	2025	Housing Lead Specialist - Strategic Housing	Statutory and Voluntary Partners and Local Community	The local partnership includes Dover District Council, The Rainbow Centre, Porchlight and Serveco. The partnership has successfully secured ongoing funding from the Government to deliver a range of outreach and support services across the Folkestone and Hythe and Dover Districts. The services also work to prevent people in secure accommodation from becoming rough sleepers. The Council also provides a dedicated Housing Options Service, to assist people leaving prison and returning to this district to access private rented accommodation and prevent them from becoming rough sleepers. Status: Ongoing

Service Ambition 4: Quality Homes & 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	Progress Update
<p>End rough sleeping by ensuring that we provide early intervention and support (Continued)</p>	<p>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</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>	<p>2025</p>	<p>Housing Lead Specialist - Strategic Housing</p>	<p>Folkestone Churches, Statutory and Voluntary Partners and Local Community</p>	<p>This work is ongoing. A total four units of accommodation with support delivered so far through the Rough Sleeping Initiative, to assist people with a long-term history of rough sleeping.</p> <p>Ongoing partnership working with the Rainbow Centre to provide the Folkestone Churches Winter Shelter each year, with the Council providing of grant assistance to support the project.</p> <p>Status: Ongoing</p>
<p>Maximise access to affordable and suitable accommodation</p>	<p>Bring long-term empty homes back into use</p> <p>Continue local partnerships to bring-long term empty homes back into use</p>	<p>At least 70 long-term empty homes returned to use each year</p> <p>KPI: Number of Long-term empty homes brought back into use (target 70)</p>	<p>Annually</p>	<p>Housing Lead Specialist - Strategic Housing Adrian Hammond</p>		<p>The Council continues to work with Kent County Council and private developers to bring long-term empty homes back into use in the district. The Council is on target to bring 70 long-term empty homes back into use during 2022/23. Nine properties were returned to use in Quarter 1.</p> <p>Status: Ongoing</p>
	<p>Increase the supply of affordable homes for rent and low-cost home ownership</p> <p>Deliver the Council's new build and acquisition programme.</p> <p>Work with affordable housing providers to maximise the number of affordable homes delivered in the district each year.</p>	<p>At least 80 additional affordable homes delivered each year.</p> <p>KPI: Affordable homes delivered by the Council and its partners (target 80)</p> <p>KPI: Affordable homes for low cost home ownership delivered by the Council and its partners (target 32)</p>	<p>Annually</p>	<p>Housing Lead Specialist - Strategic Housing Adrian Hammond</p>	<p>Housing associations and other local affordable housing delivery partners.</p>	<p>In 2021/22, a total of 44 affordable homes were delivered by the Council and its partners. The number was under target due to impacts of the Covid pandemic which impacted on available labour and associated materials shortages.</p> <p>In Quarter 1 2022/23, 33 additional affordable homes were provided in the district. This includes 17 homes for shared ownership purchase. Approximately 120 additional affordable homes are due to complete in the district during 2022/23.</p> <p>Status: Ongoing</p>

Service Ambition 4: Quality Homes & 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	Progress Update
Maximise access to affordable and suitable accommodation (Continued)	<p>Improve the condition of private sector housing across the district</p> <p>Implement the Council's housing enforcement policy.</p> <p>Continue the Council's HMO licensing programme</p>	<p>At least 200 private sector homes improved</p> <p>KPI: Private sector homes improved as a result of intervention by the Council (target 200)</p>	Annually	Housing Lead Specialist - Strategic Housing	Private owners, Home Improvement Agency	<p>In 2021-22 a total of 287 private sector homes were improved in the district. A further 77 private sector homes has been improved in the district through intervention by the Council during Quarter 1 2022/23.</p> <p>Status: Ongoing</p> <p>Under the housing enforcement policy, three civil penalty notices have been issue this year for non-compliance with improvement notices. One is paid (£1,500) and the other two are pending payment (£7,500 each).</p> <p>We currently have 73 licensed HMOs. 10 of those have been issued in the last year (albeit 1 or 2 of those are renewals).</p>

Service Ambition 4: Quality Homes & Infrastructure

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	Progress Update
Deliver a range of high quality and new affordable housing	<p>Develop Housing Asset Management Strategy</p> <p>Retrofitting - Working towards investigating carbon neutrality targets & reducing fuel poverty</p> <p>A strategy that that sets out the practical vision for the HRA estate, new build, response to carbon reduction</p> <p>Explore options for use of Modern Methods of Construction within the HRA</p>	<p>Adoption of Strategy by Cabinet</p> <p>Strategy and action plan is delivered to time and budget as monitored via KPI's & audit.</p>	<p>December 21</p> <p>November 21</p>	<p>Assistant Director of Housing</p> <p>Assistant Director of Housing</p>	<p>Tenants Board, market, Otterpool Park LLP, housing providers</p> <p>Tenants Board, market, Otterpool, housing providers</p>	<p>The Housing Management Strategy (HAMS) was approved at Cabinet 26th January 2022</p> <p>Status: Completed</p> <p>FHDC Housing Asset Management Delivery Plan 2022-2027 approved. This plan sets out the vision for the HRA estate, new builds, and our response to carbon reductions to make the Housing Asset Management Strategy (HAMS) a success. Actions now monitored via Housing Service Plan.</p> <p>Status: Completed</p>

Service Ambition 4: Quality Homes & Infrastructure

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	Progress Update
<p>Deliver a range of high quality and new affordable housing (Continued)</p>	<p>New build and acquisition programme Work with partners to develop new build pipeline</p> <p>Working towards carbon neutrality</p>	<p>Establish network of partners to review any future development opportunities</p> <p>Draft Carbon Strategy created to cover retrofitting of existing stock but also new build standards</p> <p>KPI: Council home new builds and acquisitions started on site (target 20 pa)</p>	<p>2021-2023</p> <p>November 2021</p> <p>October 2021</p>	<p>Assets & Development Lead / Lead Specialist Strategic Housing</p> <p>Assets & Development Lead</p> <p>Assets & Development Lead / Lead Specialist Strategic Housing</p>	<p>Otterpool Park LLP, housing providers</p>	<p>30 new Council homes for rent and shared ownership are due to commence on site during 2022/23 at Highview.</p> <p>A further 29 affordable homes, due to be acquired by the Council in 2022/23 and in 2023/24 are currently under construction in the district.</p> <p>Negotiations have commenced for the Kitewell Lane site in Lydd for potential affordable housing.</p> <p>Status: Ongoing</p> <p>Carbon Strategy now replaced by Housing Carbon Reduction Plan with first draft under review. This will include retrofitting of existing stock but also new build. To be presented to and approved by CLT.</p> <p>Status: Ongoing</p> <p>Tenders' have been returned and are under review for the 30 new low carbon units planned for the Highview site.</p> <p>Status: Ongoing</p>
	<p>Explore Community Led Housing options including self-build Actively promote information available on website</p>	<p>Information available on the Council's Website put into affordable housing</p>	<p>December 21</p>	<p>Lead Specialist Strategic Housing</p>	<p>Otterpool Park LLP, housing providers</p>	<p>Funding programme in place. Details actively promoted through the Council's website and through direct contact with community groups in the district.</p> <p>Status: Ongoing</p>
	<p>Promote shared ownership housing opportunities in the district Establish a register for interest in shared ownership</p>	<p>Register established</p> <p>Self-build delivering new homes.</p>	<p>December 21</p> <p>December 23</p>	<p>Lead Specialist Strategic Housing / Lead Specialist Assets & Development Lead</p>	<p>Otterpool Park LLP, housing providers</p>	<p>The Council is working in partnership with the Help to Buy Zone agent for the South East. The service is the single point of access for all low cost home ownership opportunities in the area and provides and up to date register of interest for shared ownership opportunities in the district.</p> <p>Status: Ongoing</p> <p>The self-build register is now web-based on Salesforce which means actions such as emails can be sent through this system and logged accordingly. It also allows for reports to be run automatically on the data held which reduces the amount of manual labour and time taken to maintain the self-build register.</p> <p>The self-build webpage on the council's website has been updated to include monitoring information which is collected annually. The website is also regularly updated to ensure information is current and up to date.</p> <p>Status: Ongoing</p>

Service Ambition 4: Quality Homes & Infrastructure

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	Progress Update
<p>Deliver a range of high quality and new affordable housing (Continued)</p>	<p>Self-build register Enhance & promote information available on website</p>	<p>Online portal available for use</p>	<p>December 21</p>	<p>Strategy, Policy & Performance Lead Specialist</p>		<p>The creation of a separate online portal did not align with the council's MyAccount service, so it did not progress any further. Instead, individuals now use their council MyAccount Login to join the self-build register.</p> <p>Status: Not completed</p> <p>The self-build register is now web-based on Salesforce which means actions such as emails can be sent through this system and logged accordingly. It also allows for reports to be run automatically on the data held which reduces the amount of manual labour and time taken to maintain the self-build register.</p> <p>The self-build webpage on the council's website has been updated to include monitoring information which is collected annually. The website is also regularly updated to ensure information is current and up to date.</p> <p>Status: Ongoing</p> <p>Training on self-build was arranged for Members and officers, provided by the Government's Right to Build Task Force. The training was delivered on 15 September 2022 and covered the legislative background and Government policy regarding self-build and custom-build homes, an overview of the country's housing market, examples of good practice from across the country and in other countries, definitions of self-build and custom-build housing and sources of guidance and advice.'</p> <p>Status: Completed</p>
<p>Reinvest in our existing stock</p>	<p>Undertake full stock survey to ascertain current baseline position Develop the findings from the stock survey into the HRA business plan and a deliverable maintenance programmes including procurement that supports the district economy</p>	<p>Surveys undertaken</p> <p>Development of HRA Business Plan & Cabinet agreement</p> <p>KPI: Percentage of properties that meet the decent homes standard</p>	<p>September 2021</p> <p>January 2022</p>	<p>Assets & Development Lead Assistant Director of Housing</p>	<p>Tenants & Leaseholders Contractors</p>	<p>Phase 1 stock condition surveys were completed December 2021 and Phase 2 surveys were completed in March 2022 in order to establish a baseline position.</p> <p>Status: Completed</p> <p>A draft 30 Year HRA Business Plan is under review and yet to be approved. The findings of the stock condition surveys will be incorporated into the plan.</p> <p>The percentage of properties that meet the decent homes standard is monitored monthly and reported quarterly.</p> <p>Status: Ongoing</p>

Service Ambition 4: Quality Homes & Infrastructure

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	Progress Update
Reinvest in our existing stock (Continued)	<p>Re-procurement of repairs and voids contract</p> <p>Housing Responsive Repairs Contract Working Group created to appraise options</p>	Option Appraisal completed and approved by council	<p>Options appraisal Completed September 2021</p> <p>Contracts in place September 2022 for commencement April 2023</p>	Assets & Development Lead Assets & Development Lead	Procurement Tenants & Leaseholders	<p>Extension proposal for the Housing Responsive Repairs and Void Contract 2023-2025 ongoing and discussions taking place regarding agreement on the annual consumer prices index (CPI) uplift over this two-year period.</p> <p>Status: In Progress</p>
	<p>Modernise the sheltered housing schemes Completion of sheltered housing scheme options appraisal.</p> <p>Prioritisation of all schemes for refurbishment</p> <p>Initial 5 year programme for refurbishment, modernisation, rebuild in place.</p>	<p>Options appraisal completed Tenant engagement undertaken</p> <p>Programme agreed by Cabinet</p>	<p>Consultation to start 2022</p>	Housing Operations Lead	<p>Tenants, tenants families</p> <p>Local member, Support agencies working in the schemes,</p> <p>Design completion with local companies</p>	<p>A service review has been undertaken with the outcome of a defined service offer and staffing restructure.</p> <p>Status: Completed</p> <p>An asset review has been undertaken with the outcome of recommendations to improve and modernise most of the Independent Living sites and with more in-depth schematics for four sites.</p> <p>Status: In Progress</p>

Service Ambition 4: Quality Homes & Infrastructure

Priority: Digital inclusion & connectivity

Over the next three years we will...	High Level Action	How do we measure this? (Milestones / KPIs etc)	Timescale	Owner	External Stakeholders	Progress Update
Drive the deployment of high speed digital connectivity by working closely with partners and government.	<p>Identify the district wide infrastructure and connectivity challenges</p> <p>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>The council is working with Kent County Council's Digital Inclusion team on a community wi-fi project for the district and different options are currently being explored.</p> <p>Status: In progress</p>

Service Ambition 4: Quality Homes & Infrastructure

Priority: Digital inclusion & connectivity

Over the next three years we will...	High Level Action	How do we measure this? (Milestones / KPIs etc)	Timescale	Owner	External Stakeholders	Progress Update
Drive the deployment of high speed digital connectivity by working closely with partners and government. (Continued)	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					
	Promote opportunities to residents and businesses	Promotion campaign undertaken	December 2022	Strategy, Policy and Performance Lead Specialist	Kent County Council, Central Government	The council is working with Kent County Council's Digital Inclusion team on a community wi-fi project for the district and different options are currently being explored. Status: In progress
	HRA New build to include new technology that will reduce carbon footprint improve management of compliance e.g. remote monitoring, self-reporting equipment	Measured by peer review of new build schemes	December 2021 onwards	Lead Officer Assets & Development		Work is underway to deliver 30 additional council homes for rent and shared ownership purchase on the Highview site in Folkestone. The properties will benefit from a range of technologies which will help to minimise the carbon footprint of the homes. The Highview specification is to reflect carbon net zero in use properties Standard Assessment Procedure (SAP) rating of 100. Status: Ongoing
	Specify the extent of new technology and build in capacity for future unknown technologies to all homes build and purchased by the HRA					

Service Ambition 4: Quality Homes & Infrastructure

Priority: Deliver a sustainable new development at Otterpool Park

Over the next three years we will...	High Level Action	How do we measure this? (Milestones / KPIs etc)	Timescale	Owner	External Stakeholders	Progress Update
Ensure the Garden Town is developed in a sustainable way in line with the agreed Otterpool Park Charter	Adopt the Core Strategy					
	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	The Core Strategy Review was found 'sound' by the planning Inspectors examining the plan in February 2022, and it was then adopted by full Council on 30 March 2022. Status: Complete
	Agree framework for the Strategic Land Agreement and Funding Agreements between Council and Delivery vehicle	Agreements formally adopted by delegated decision makers	November 2021	Director of Place, Director of Corporate Services, Monitoring Officer	Otterpool Park LLP	The Strategic Land Agreement (SLA) is completed. The next step is completion of a Phase Delivery Strategy, and this work is underway. Funding agreements are being progressed and are in the final stage of completion Status: In Progress

Service Ambition 4: Quality Homes & Infrastructure

Priority: Deliver a sustainable new development at Otterpool Park

Over the next three years we will...	High Level Action	How do we measure this? (Milestones / KPIs etc)	Timescale	Owner	External Stakeholders	Progress Update
Ensure the Garden Town is developed in a sustainable way in line with the agreed Otterpool Park Charter (Continued)	Consider and Agree the updated Business Plan	Cabinet decision	February 2022	Director of Place	Otterpool Park LLP	The Otterpool Park LLP Business Plan was agreed by Cabinet in January 2022. Status: Completed
	Consider and Agree proposed Business Cases for Phases as they are proposed by the Delivery Vehicle.	Cabinet decision	2022 & Ongoing	Director of Place & Statutory Officers		The business cases are being developed as the Phase Delivery Strategy which will cover all land aspects required of Otterpool Park Phase 1. This work is well underway and is expected to complete by December 2022. Status: In Progress
	Consider the proposed Planning Application	Determination on application	2022	Chief Planning Officer	Government Agencies, statutory bodies, Town & Parish Councils, Kent County Council	Following submission of updated information, the planning application is undergoing the statutory public consultation process. Status: In Progress

CREATING TOMORROW TOGETHER

CORPORATE ACTION PLAN

2021-2024



Folkestone & Hythe District Council, Civic Centre, Castle Hill Avenue,
Folkestone, Kent, CT20 2QY

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