

# CREATING TOMORROW TOGETHER

## CORPORATE ACTION PLAN

2021-2024

PROGRESS UPDATE ON  
ACTIONS - OCTOBER 2023



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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
Work closely with partners to identify sites for new health facilities	<p><b>Secure a new health centre at FOLCA site</b></p> <p>Work with the CCG and GP practices to develop a new health &amp; wellbeing/medical facility at FOLCA.</p>	<p>Heads of Terms agreed with end user.</p>	<p>September 2021</p>	<p>Director of Strategy and Resources</p>	<p>CCG, GP Practices</p>	<p>Cabinet agreed a Heads of Terms in September 2021.</p> <p><b>Status: In Progress, Ongoing</b></p>
		<p>Planning secured</p>	<p>September 2024</p>	<p>Director of Strategy and Resources</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). Thereafter the design of building elevations, community engagement and the planning application process will be subject of further consideration of the Council and public engagement. This will be led by the GP practices.</p> <p><b>Status: Ongoing</b></p>
		<p>Construction completed and facility opened</p>	<p>December 2026</p>	<p>Director of Place</p>		<p>This milestone is subject to planning consent being secured.</p> <p><b>Status: Not completed</b></p>
	<p><b>Identify appropriate health provision for Otterpool Park</b></p> <p>Ensure an appropriate health facility is included within the master plan for Otterpool Park.</p> <p>Identify healthcare partners &amp; users of facility</p>	<p>Detailed scope for new facility completed and agreed by partners</p>	<p>January 2023</p>	<p>Community Services and Events Manager at Otterpool Park LLP with support provided by:  Health, Wellbeing &amp; Partnerships Senior Specialist (as required)</p>	<p>Otterpool Park LLP, ICB, HCP, GP Practices, Residents, Town &amp; Parish Councils</p>	<p>Work is ongoing with the Otterpool Park team to develop the Community Services and Health Facilities Strategy as part of the Section 106 requirements. A Health &amp; Community Services working group has been established and meets regularly to shape the CSHFS strategy. The strategy will outline the phased approach to providing services in terms of the built environment and the ongoing funding of services.</p> <p><b>Status: Ongoing</b></p>
Invest in Leisure Facilities	<p><b>Build &amp; open a new, modern leisure centre at Princes Parade:</b></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 &amp; Leisure centre) construction completed</p>	<p>December 2021 (Cabinet approval for contract)</p> <p>September 2023</p>	<p>Chief Officer- Corporate Estate and Development</p> <p>Chief Officer- Corporate Estate and Development</p>	<p>BAM</p>	<p>A report was presented to Cabinet July 2023 (C/23/16) seeking approval to allocate funds from the existing Princes Parade implementation budget to scope out the steps required to remove the hoarding from the site. The report also informed Cabinet of the associated immediate actions that need to be addressed following their express desire to re-scope the place-shaping activities on the site.</p> <p>An environmental report was commissioned to understand the implications of removing the hoarding. This has confirmed that the hoarding can be removed subject to a satisfactory fence being erected in its place to prevent access to the site. Method statements have been written to cover the safe removal of the hoarding and erection of the new fence. A tender has been published for the removal of the hoarding and erection of the new fence. Tenders are expected back in late November when a report will be presented to the Leader and portfolio holders for agreement of the associated costs. Following agreement the contract will be awarded and works will commence at the earliest opportunity.</p> <p><b>Status: Not completed</b></p>

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
Invest in Leisure Facilities (Continued)	<p><b>Build &amp; open a new, modern leisure centre at Princes Parade (continued)</b></p> <p>Secure new operator &amp; operating structure for Leisure Centre</p>	<p>Complete procurement for new operator</p>	<p>April 2022 (Cabinet approval for appointment)</p>	<p>Chief Officer- Corporate Estate and Development</p>	<p>Hythe Aqua, Seapoint Canoe Centre, Leisure Industry, Residents</p>	<p>The project is not proceeding in this location. New location to be confirmed.</p> <p><b>Status: Not Completed</b></p>
	<p>Residential and Commercial land sales secured for remaining site and South Road site</p>	<p>Decommission existing pool. Market, evaluate, agree Heads of Terms &amp; negotiate sales contracts</p>	<p>August 2024</p>	<p>Chief Officer- Corporate Estate and Development</p>		<p>Not proceeding as project has been stopped.</p> <p><b>Status: Not Completed</b></p>
	<p><b>Develop New Leisure Strategy for the district</b> including provision for Otterpool Park.</p>	<p>Cabinet decision</p>	<p>December 2022</p>	<p>Director of Strategy and Resources</p>	<p>Sport England, Town and Parish Councils, Residents</p>	<p>The scope for new leisure strategy for the district is to be developed and will be informed by discussion with the Portfolio Holder.</p> <p><b>Status: In Progress</b></p>
	<p><b>Implement Play Area Strategy</b></p> <p>Continue to work with Town and Parish Councils over the transfer of strategic and non-strategic play areas.</p>	<p>Agreement of heads of terms, leases and service agreements of the play areas with the Town and Parish Councils</p>	<p>2021 ongoing</p>	<p>Engineering &amp; Buildings Senior Specialist</p>	<p>Town and Parish Councils</p>	<p>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</p> <p>Enbrook Valley has been transferred to Sandgate Parish Council.</p> <p>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.</p> <p>Four play areas have transferred to Hawkinge Town Council. These are Harvest Way, Heron Forstal, Stombers Lane and Widgeon Walk.</p> <p>Two play areas will soon be transferred to Lyminge Parish Council, which are Meriden Walk and Mount Pleasant.</p> <p><b>Status: In Progress</b></p>
	<p>District Council to continue to develop priority play areas</p>	<p>Development of 1 priority play area per year</p>	<p>2022 &amp; ongoing</p>	<p>Engineering &amp; Buildings Senior Specialist</p>		<p>Following on from the new play ship in the Coastal Park the Council are commissioning new accessible play equipment for the Lower Leas Coastal Park. We are currently seeking quotations and reviewing submissions, with the works expected to commence in Q4.</p> <p><b>Status: In Progress</b></p>
	<p>Work with developer to develop a strategic play area at North Road, Shorncliffe</p>	<p>New strategic play area secured</p>	<p>December 2022</p>	<p>Engineering &amp; Buildings Senior Specialist</p>	<p>Developer</p>	<p>The Le Quesne destination play area has now been completed and is open to the public. A meeting with the developer has taken place to agree the transfer of the play area, toilet block and grounds to the Council. The developer will remain responsible for repairs for a 12 month period once the transfer has completed. The exchange has yet to complete, but the council will work with the developer to complete as soon as possible.</p> <p><b>Status: Completed</b></p>

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
Invest in Leisure Facilities (Continued)	<b>Implement Play Area Strategy (Continued)</b> Explore the feasibility of developing a new Priority Play Area and associated services at East Cliff/ The Warren	Undertake Community consultation  Draft Masterplan developed and considered by FPPG Trustees	December 2021  Spring 2022	Director Housing & Operations and Engineering & Buildings Senior Specialist  Director Housing & Operations and Engineering & Buildings Senior Specialist	Residents, Natural England, WCCP, Historic England, Canterbury Archaeological Trust (CAT), RDHCT, FTC	The project has effectively stopped since the public consultation results and the Charity Trustees have agreed not to carry out further work at present.  <b>Status: Not to be progressed</b>
	<b>Enable through partnership working the provision of a new athletics track</b> Provide land at Three Hills sports complex through new lease agreement	Lease with Cheriton Road Sports Ground Trust agreed	December 2021	Estates and Assets Lead Specialist	Roger De Hann – charitable trust and Cheriton Road Sports Ground Trust	A new lease with Cheriton Road Sports Ground Trust has been agreed.  <b>Status: Completed</b>
	<b>Secure new changing facilities at Shorncliffe Pavilion</b> Adoption of Football Association quality sports changing facilities	Agreement of building transfer from Developer	December 2023	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.  <b>Status: In Progress</b>
	<b>Deliver new Coastal Destination Project at Coast Drive in Littlestone</b> 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	March 2025	Chief Officer - Corporate Estate and Development	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. A planning application has been submitted. Works are then intended to commence on site in 2024.  <b>Status: In Progress</b>
		Tenancies completed for all chalets	April 2025	Chief Officer - Corporate Estate and Development		Tenancies for huts are to be agreed near project completion.  <b>Status: In Progress</b>
		New watersports concession in operation	April 2025	Chief Officer - Corporate Estate and Development		Two containers have been installed on site as a temporary facility.  <b>Status: In Progress</b>

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<b>Invest in Leisure Facilities (Continued)</b>	<b>Deliver new Coastal Destination Project at Coast Drive in Littlestone (Continued)</b>	Café/Kiosk occupied by new business and operational	April 2025	Estates and Assets Lead Specialist		The review of the best approach to procure operator for the kiosk is underway.  <b>Status: In Progress</b>
<b>Improve our support and signposting for vulnerable people and enhancing our work to address poverty &amp; financial exclusion</b>	<b>Prepare and Establish a Customer Access Point at FOLCA</b> 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	December 2026	Director of Strategy and Resources	DWP	This is subject to ongoing feasibility and business case development in relation to future development options for the Folca 2 building and options for the relocation of the Civic Centre into part of the building. The outcome of this work will be presented to Cabinet in early 2024  <b>Status: In Progress</b>
	<b>Ensure our staff are appropriately trained</b> Train customer facing staff (including key contractors) to identify & act on safeguarding and domestic abuse issues/concerns.	Learning Completion Records  Uptake of additional training  Number of designated officers recruited	Ongoing  Review of policies during November and December 2023 for adoption in January 2024	Heath Wellbeing and Partnerships Senior Specialist  Safeguarding Lead	Key contractors	All staff are required to complete mandatory safeguarding courses, both child and adult, as well as Prevent. Some bespoke training has been delivered eg new member training on safeguarding and more is planned 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 The pool of DOs has had to be further increased as staff have left the organisation and this enables the rota system in place to work effectively and increases safeguarding knowledge across the council.  Work has recommenced on creating a new safeguarding website for external use is now complete. The intranet is regularly updated with guidance, documentation, etc. The safeguarding policy is due for a review in Autumn 2023 and will be taken to Overview and Scrutiny Committee, Cabinet and Full Council.  Staff briefings and updates to management team have also acted as a form of training. The welfare team also carry out their own training on related matters. Where related training opportunities become available these are cascaded to key staff eg mental health awareness/ suicide prevention etc. Inputs by key staff have been made to domestic abuse forums and to support the new Domestic Abuse Act 2021 to aid learning.  <b>Status: Ongoing</b>

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<p>Improve our support and signposting for vulnerable people and enhancing our work to address poverty &amp; financial exclusion (continued)</p>	<p>Retain CSE accreditation including compliance pluses for our work with vulnerable customers.</p>	<p>CSE accreditation maintained</p>	<p>October 2022</p>	<p>Customer Services Lead</p>	<p>-</p>	<p>In October 2022 we re-applied for the Customer Service Excellence accreditation. The council was fully compliant in all 57 elements and was awarded 16 Compliance Pluses (for providing a service that is over and above what the customer would normally expect, innovative practice and showing practice that can be usefully shared with other similar organisations). This is the highest number awarded to us in one visit.</p> <p><b>Status: Completed</b></p>
	<p><b>Work with other partners to increase opportunities to support vulnerable residents</b></p>	<p>Identify and map key partners to signpost to</p>	<p>Ongoing throughout 2023/24 year</p>	<p>Health, Wellbeing &amp; Partnerships Senior Specialist</p>	<p>Community Hubs, Voluntary sector, Charitable sector, education providers, Town &amp; 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"> <li>Continued development of the community hub model to provide support to vulnerable members of the community including cost of living support, warm spaces, UKSPF activity etc.</li> <li>Ukrainian Community Support continues by developing partnerships with organisations eg Sunflower House to support the Council's operational response to support resettlement.</li> <li>Armed Forces – drop in sessions (monthly) and other AF covenant work.</li> <li>Support to Districts Voluntary and Community Sector Organisations group led by Kent County Council (KCC)</li> <li>Contribution to key partnerships including Better mental Health Network, Suicide Prevention steering group, Digital Inclusion steering group, as well as wider Partnerships working to support communities through Local Children's Partnership Group, Community Safety Partnership, Community Safety Unit and other networks.</li> <li>Ongoing work with the District Food Network and associated projects as part of the East Kent Wellbeing Health and Improvement Partnership (sub group of the newly established Integrated Care Board) to work on food poverty and cost of living issues.</li> <li>Partnerships developing through the new UKSPF funded programme</li> <li>Ongoing support to Napier Barracks, Unaccompanied Asylum Seeker Children hotels and Afghan refugees and the wider Asylum needs by working across partnerships and key agencies including NGO groups</li> <li>Community grants provided to key organisations to vulnerable communities.</li> </ul> <p><b>Status: Ongoing</b></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>Improve our support and signposting for vulnerable people and enhancing our work to address poverty &amp; financial exclusion (continued)</p>	<p><b>Support vulnerable customers through wider welfare and outreach projects utilising intelligence, appropriate analytics and data to support a wider group of residents with targeted support on benefits and financial inclusion.</b></p>	<p>Number of vulnerable customers supported by Welfare Officers</p>	<p>Ongoing</p>	<p>Revenues &amp; Benefits Lead Specialist</p>		<p>Using data for targeted support work to maximise benefits and reductions available to residents, thus increasing their income.</p> <p>Using Council held information to offer support through additional funds such as Household Support Fund (on behalf of Kent County Council (KCC), Financial Support Payments, Discretionary Housing Payments and Home Essentials Fund (UKSPF).</p> <p><b>Financial Support Payments:</b> Between April and October 2023, the Council have supported 248 households to the value of £111,050 from their Council Tax charges (not Council Tax Reduction).</p> <p><b>Discretionary Housing Payments:</b> Between April and October 2023, the Council have supported 137 households to the value of £83,810 in support for additional rental related payments (not Housing Benefit).</p> <p><b>Household Support Fund:</b> Between April and October 2023, the Council have supported 2,680 households with £301,320 of support.</p> <p><b>Home Essentials Fund:</b> Between April and October 2023, the Council have supported 118 households with £164,776 in support for many items including boilers, beds, mattresses and white goods.</p> <p><b>Status: Ongoing</b></p>
	<p><b>Ensure tenants can sustain their council tenancies</b></p> <p>Pilot pre-tenancy training for potential tenants</p>	<p>Pilot concluded &amp; evaluated</p>	<p>June 2022</p>	<p>Housing Senior Specialist</p>	<p>Tenants &amp; Leaseholder Board</p>	<p>An online training package was identified, however following a review of the costs and resources involved in developing this programme, and the unknown potential benefits (if any), this item has been paused, pending a review of the current success and failure rates of new tenancies to see if there is in fact any need for pre-tenancy training</p> <p><b>Status: Not to be progressed</b></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 Senior Specialist</p>	<p>Tenants &amp; Leaseholders Board</p>	<p>The main part of this action – to review the use of fixed term tenancies – is complete. Cabinet approved the recommendation to cease offering Fixed Term Tenancies on 23 March 2023.</p> <p>The more general review of the secure tenancy agreement has been delayed due to work pressures, but will be picked up later in 2023/24 for completion in 2024/25.</p> <p><b>Status: In Progress</b></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
<p><b>Develop proactive and responsive services to address crime and anti-social behaviour</b></p>	<p><b>Continue to develop the effective partnership approach of the CSU/ CSP</b></p> <p>Identify priorities in the new Community Safety Partnership Plan which has a longer term focus</p>	<p>Three year Community Safety Partnership Plan approved by Full Council</p>	<p>December 2023</p>	<p>Community Safety Specialist</p>	<p>Community Safety Partnership, Kent Police, Social Housing Providers, Voluntary Sector, Town &amp; Parish Councils</p>	<p>The three-year Community Safety Partnership plan was approved by the full council in Autumn 2021.</p> <p><b>Status: Completed</b></p> <p>The new three year Community Safety Partnership plan under review for the next period, commences April 2024.</p> <p><b>Status: In Progress</b></p>
	<p>Prepare Community Safety Action Plan as part of CSP Plan</p>	<p>Annual review by Overview &amp; Scrutiny Committee</p>	<p>October 2023</p>	<p>Community Safety Specialist</p>		<p>Annual review of the CSP by the Overview and Scrutiny Committee to be held in October 2023.</p> <p>This will include the annual Action Plan and delivery.</p> <p><b>Status: In Progress</b></p>
	<p>Develop partnership working linked to actions and objectives in the CSP Plan</p>	<p>Funding secure from Police &amp; Crime Commissioner to deliver projects</p> <p>KPI: Number of community safety events held and projects delivered</p>	<p>October 2021</p>			<p>The Community Safety Partnership secured funding from the Kent PCC every year of the action plan including the current financial year. Funding is spent annually with projects completed on time and in budget. This years projects are currently being delivered.</p> <p>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.</p> <p>The multi-agency Community Safety Unit and Community Safety Partnership continues 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.</p> <p>A monthly newsletter summarising this activity is produced by the community safety team and circulated to over 200 partners.</p> <p>The CSP are currently working on the new CSP Plan for <u>April 23 - March 24</u>.</p> <p><b>Status: Completed (projects are ongoing)</b></p>
	<p><b>Develop a new Licensing Policy</b></p> <p>Develop and consult on draft policy</p> <p>Present the new policy to full council for adoption</p>	<p>New policy adopted</p>	<p>December 2021</p>	<p>Environmental Health and Licensing Senior Specialist</p>		<p>Community Safety Partnership, Kent Police, Night time industries, Town &amp; Parish Councils, Residents and Businesses</p>

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><b>Develop a sustainable future for the community hub model of service delivery</b></p> <p>Work with partners to support them in taking responsibility for community leadership</p>	<p>Hubs remaining active in supporting all areas of the district</p>	<p>Ongoing throughout 2023/24 year</p>	<p>Health, Wellbeing &amp; 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 including mental health support, loneliness/isolation befriending calls. Where funding has become available, 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 arises e.g. Ukraine support / cost of living interventions including the UK Shared Prosperity Fund role, distributing items such as slow cookers, heated blankets etc. Provision of warm spaces, distributing vouchers to support people in needs, District Food Network involvement etc. The hubs also provide drop in and opportunity in particular for the health sector to engage with specific needs, for example encouraging screening.</p> <p><b>Status: Ongoing</b></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 &amp; Partnerships Senior Specialist</p>		<p>Where funding is available for the delivery of projects this is provided.</p> <p>The Hubs received £3k each for UKSPF initiatives. In addition, following a successful funding bid, they also received funding from UK Power Networks to deliver projects in the winter of 2022. Each hub received the following:</p> <ul style="list-style-type: none"> <li>• £2,000 towards own heating costs</li> <li>• £2,000 for fuel vouchers to give to approx. 40 households most in need and that meet FHDC criteria (TBC) – average £50 per voucher</li> <li>• £1,700 to purchase items for Warm Packs to hand out to those most in need and who meet the criteria.</li> <li>• £750 to support own staff or volunteers to:             <ul style="list-style-type: none"> <li>• Give personalised energy saving advice – they may need to do some research or maybe some training so they can offer this more in-depth advice,</li> <li>• Hand out general advice and information</li> <li>• Help people sign up to the Priority Services Register</li> </ul> </li> </ul> <p><b>Status: Ongoing</b></p>

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
Work with partners and communities to ensure greater resilience across the district's varied communities (continued)	Develop our website to aid better signposting and referrals		December 2022	Health, Wellbeing & Partnerships Senior Specialist  Communications Lead		Revised web pages have been created or existing pages pulled together under the heading Help and support with the cost-of-living <a href="https://www.folkestone-hythe.gov.uk/help-support-cost-living">https://www.folkestone-hythe.gov.uk/help-support-cost-living</a> act as a directory of support and give basic information and signpost where necessary to other agencies.  <b>Status: Completed</b>
	<b>Work with Otterpool Park LLP to support the Community Engagement Strategy and Community Development Strategy</b> which will shape both the new towns relationship with existing residents and businesses and the development of the new community itself	LLPs adoption of Community Engagement and Community Development Strategies  Communities actively engaged in the Otterpool Park project.	December 2022	Director of Strategy and Resources	Otterpool Park LLP	A range of community engagement events have been undertaken over the past year. Strategic principles for Otterpool Park stewardship have been agreed and this will include community development as a key principle. This work will be further shaped following confirmation of the strategic direction for Otterpool Park over the next 12 months.  <b>Status: Ongoing</b>

**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	<b>Increase the number of green flag awards for recreational spaces</b> Retain Green Flags for three parks – coastal park, Royal Military, Radnor Park	Three Green Flag Parks	Summer 2021	Chief Officer Place and Growth	Green Flag Awards	Three Green Flags for the Coastal Park, Royal Military Canal and Radnor Park have been successfully retained. <b>Status: Completed</b>
	Secure additional Green Flag for Kingsnorth Gardens	Four Green Flag Parks	Summer 2022	Chief Officer Place and Growth	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. <b>Status: Completed</b>
	Secure further two Green Flag Awards at two further sites within the District (East Cliff & Otterpool Park)	Six Green Flag Parks	Summer 2024	Chief Officer Place and Growth	Green Flag Awards	The securing of additional Green Flags will now be paused until resources allow. <b>Status: Not Completed</b>
	<b>Undertake proactive enforcement within our district</b>					
	Undertake Public Space Protection Order (PSPO) renewal	Cabinet adoption of PSPO	June 2022	Environmental Protection Senior Specialist	Kent Police, Town & Parish Councils	The Public Space Protection Order was renewed and presented to Cabinet for adoption in June 2022. <b>Status: Completed</b>
	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 patrol the district, whilst ensuring they focus on hit spot locations where evidence or complaints about environmental crime is highlighted. Officers also attend and carry out events, provide educational talks in schools and engage with those who work, live and visit the district.  In Quarter 1 2023/24 Environmental Enforcement Officers issued: <ul style="list-style-type: none"> <li>• 105 Fixed Penalty Notices</li> <li>• 5 Enforcement Notices (e.g. Abatement Notices, Community Protection Notices)</li> <li>• Successfully secured 100% of prosecutions against 2 cases taken to court for 1) 1 x Fly-tipping and failing to produce waste transfer notes (commercial duty of care). 2) 1 x Breach of a Community Protection Notice (waste on private land).</li> </ul> <b>Status: Ongoing</b>

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 (Continued)	<b>Improve the district's visual amenity</b>					For 2022/23, 96.16% of streets surveyed by council officers were judged clear of litter.
	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 Regulatory and Community Services  Director Strategy and Resources	Veolia	This is an ongoing activity, seeking progressive improvement.  On average it takes 9.6 working hours, from report, to clear a fly-tip.  <b>Status: Ongoing</b>
	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 litter picks with residents, businesses and work volunteer days, supported schools and youth offenders within the community, to improve or enhance the visual aspect of the district and joined forces with internal teams such as the Community Safety Unit and Enforcement teams to combat crime, safety concerns and asb in the local community.  In Quarter 1 2023/24, the Local Area Officers: <ul style="list-style-type: none"> <li>Supported 12 Community volunteer environmental events working with local community groups and schools including Hythe Environmental Group, Hawkinge Residents, Litter Picking Watch Romney Marsh and Go Folkestone. The volunteer attendees helped to collect over 263 bags of litter to help keep the district clean and tidy.</li> <li>Completed 1,377 'See it, Own it, Do it' interventions around the district to help ensure the district remains a welcoming and attractive place to live, work and visit. Graffiti was cleared within 48 hours of being reported.</li> </ul> <b>Status: Ongoing</b>
	Work with White Cliffs Countryside Project to further enhance green spaces across the district	.	Ongoing	Chief Officer Place and Growth	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.  <b>Status: Ongoing</b>
<b>Enhance the safe parking offer available within the district</b>						12 car parks within district maintained their safe status under the Safe Parking Awards.  <b>Status: Completed</b>
	Maintain 12 car parks in district that have already been awarded safe status	12 designated Safer Parking Awards car parks	December 2021	Transportation Lead Specialist	Park Mark	

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
<p>Ensure a clean, attractive and safe environment for residents, visitors and businesses (Continued)</p>	<p><b>Enhance the safe parking offer available within the district (continued)</b></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 Lead Specialist</p>	<p>Park Mark</p>	<p>A further 4 car parks within the district are now recognised with safer parking status bring the overall total to 16.</p> <p><b>Status: Completed</b></p>
	<p><b>Develop a district wide Climate Strategy</b></p> <p>Work with Kent County Council to support the implementation of the Kent &amp; Medway Energy &amp; Low Emissions Strategy across the district</p>	<p>Adoption of district wide strategy</p> <p>Progress against relevant implementation plan actions</p>	<p>March 2024</p>	<p>Strategy, Policy &amp; Performance Lead, Low Carbon &amp; Sustainability Senior Specialist</p>	<p>Residents, Businesses within District, KCC, Town and Parish Councils</p>	<p>A draft District Wide Carbon plan was developed with the support of the Carbon Innovation Lab. This was presented to Cabinet on the 12<sup>th</sup> July 2023 seeking approval to go out to public consultation.</p> <p>The first pilot event for community engagement, the Folkestone &amp; Hythe Sustainable Futures Forum facilitated by the Carbon Innovation Lab with support from the council, took place in April 2023 and was successful with positive feedback still being received.</p> <p>Comments on the District-wide Carbon Plan are currently being incorporated with consultations being planned for late autumn 2023.</p> <p><b>Status: In Progress</b></p>
<p>Improving cycling and walking routes</p>	<p><b>Work with Kent County Council to progress the two schemes awarded funding under the Active Travel Part 2 scheme through to implementation</b></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 &amp; Policy Senior Specialist</p> <p>Strategy &amp; Policy Senior Specialist</p>	<p>Kent County Council, Town &amp; Parish Councils</p>	<p>Construction of the section of the Cinque Ports link at Dymchurch that was awarded funding under tranche 2 has been completed.</p> <p>A second stage of stakeholder consultation to take forward design work on the Cheriton to Folkestone Central scheme (the second scheme awarded funding) was held in July 2023 (led by KCC). Given the interaction between this scheme and the Folkestone: A Brighter Future project, officers are maintaining close dialogue concerning the construction phase of the two schemes to minimise network impacts for all users</p> <p><b>Status: Ongoing</b></p>
	<p><b>Ensure the Folkestone Town Centre Place Plan maximises opportunities for improved connectivity through walking and cycling routes</b></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 &amp; cycling</p>	<p>March 2022</p>	<p>Director of Strategy and Resources</p> <p>Strategy &amp; Policy Senior Specialist</p>	<p>Kent County Council</p>	<p>Folkestone: A Brighter Future (funded via the Levelling Up Fund) includes as a central theme improved sustainable transport connections between the Folkestone Central station and bus station, and more widely across the town centre. Phase 1 of the project is in the final design stage having been through a public consultation. This will on deliver a range of improvements for cycling and walking and links with existing Active Travel projects.</p> <p><b>Status: Ongoing</b></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
<p><b>Improving cycling and walking routes (Continued)</b></p>	<p><b>Work alongside relevant consultees and delivery partners to identify scheme(s) that will provide new and/ or strengthened connections for walking and cycling, both internal and external, at the proposed Garden Settlement (Otterpool Park)</b></p>	<p>Relevant schemes adopted within sustainable transport strategies</p>	<p>March 2023</p>	<p>Strategy &amp; Policy Senior Specialist</p>	<p>Homes England, Otterpool Park LLP</p>	<p>A revised planning application for the Otterpool Park garden town was taken to Planning Committee in April 2023. Planning committee resolved to grant planning permission subject to the signing of a section 106 agreement. 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.</p> <p>Topic groups involving officers of FHDC and KCC alongside and technical specialists representing the promoter have been convened to make progress on matters to include the design of the realigned A20. A transport review group has been established to maximize opportunities for non-car mode travel.</p> <p><b>Status: In Progress</b></p>
<p><b>Take positive measures to encourage biodiversity</b></p>	<p><b>Undertake pilot to explore options to phase out the use of pesticides on Council land</b></p>	<p>Evaluation of pilot, to include cost, labour investment, impact on management of land</p>	<p>October 2022 (conclusion of pilot)</p>	<p>Estates and Assets Lead Specialist</p>		<p>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.</p> <p>£35k of budgeted funds was approved for pesticide trials to invest in machinery that reduces the carbon footprint from GM activities.</p> <p><b>Status: Completed</b></p>
	<p><b>Work with partners in the district to conserve &amp; protect the natural beauty of the district</b></p> <p>Develop a Management Plan for relevant sites, targeted at protecting habitats, education of visitors and effective signage &amp; communications</p>	<p>Management Plan adopted</p>	<p>December 2024</p>	<p>Low Carbon &amp; Sustainability Senior Specialist</p> <p>Estates and Assets Lead Specialist</p> <p>Communications Lead</p>	<p>Kent Wildlife Trust, Hythe Environmental Community Group, Bumble bee Conservation Trust, Plant Life, RSPB, local landowners, Network Rail</p>	<p>The Council is working closely with WCCP to further enhance SSSI sites within the district.</p> <p>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 process of updating this document has now begun.</p> <p>The Green and Blue Infrastructure Strategy was adopted on 12th July 2023 and 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'. A webpage has now been set up and early discussions have been held with the Communications &amp; Engagement portfolio holder Cllr Mike Blakemore about how to best communicate with residents and stakeholders about the Green and Blue Infrastructure Strategy.</p> <p><b>Status: In Progress</b></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
Take positive measures to encourage biodiversity (Continued)	<b>Work with Otterpool Park LLP to secure the aspiration of 20% net biodiversity gain across the lifetime of the development</b>	Plan for biodiversity gain adopted by LLP.	Ongoing	Strategy, Policy & Performance Lead	Otterpool Park LLP	<p>Otterpool Park planning application secures a biodiversity net gain minimum improvement of 10% with the aim of achieving a maximum 20%.</p> <p>Meeting the 20% will involve a combination of the planning permission and control imposed by the Council as landowner.</p> <p><b>Status: In Progress</b></p>
Improve the council's energy and resource efficiency	<p><b>Introduce EV charging points to district car parks</b></p> <p>Roll out planned programme for EV charging available across district</p>	2 EV charging points per car park in district	January 2022	Transportation Lead Specialist		<p>This project was completed in Quarter 3 of the 2022/23 year. A total of 103 EV charging points are now fully operational in 26 car parks within the district for residents and visitors to use,</p> <p><b>Status: Completed</b></p>
	<p><b>Explore options for EV fleet for council vehicles (non- contracted services) and improving fuel efficiency in line with agreed Carbon Action Plan</b></p>	Carbon Action Plan actions completed	February 2023	Strategy, Policy & Performance Lead,		<p>The updated Carbon Action Plan is being finalised. This includes recommendation EV fleet vehicles. This will be reported to the Corporate Leadership Team in due course.</p> <p><b>Status: In Progress</b></p>
	<p><b>Minimise waste &amp; usage for our estate</b></p> <p>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</p>	Carbon Action Plan actions completed	February 2023	Strategy, Policy & Performance Lead, Low Carbon & Sustainability Senior 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"> <li>• Use of plastic cups for water coolers have been stopped with plastic cups no longer being purchased once old stock has been phased out.</li> <li>• Cleaning solutions are being bought in 5L bottles, including dish soap and hand soap.</li> <li>• The desk sanitiser is also being bought in a 5L bottle that staff are to dilute into refillable 750ml spray bottles</li> </ul> <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. A draft of the Carbon Action Plan update has been received and is being finalised.</p> <p><b>Status: In Progress</b></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)	<b>Roll out Street lighting LED upgrade project</b>	Street lights converted to LED, relevant transfers made to KCC	March 2024	Transportation Lead Specialist		Phase 1 of converting lighting units has now been completed. 86% of the overall conversion of assets has now taken place, however 14% of phase 2 works have now had to be re-programmed due to UK Power Networks connection issues, delay in getting parts or the need to clear vegetation around the assets. UKPN have stated they require road closures for many of these assets, which will delay things even further. Increased costs are also now expected, which may require a further report to CLT requesting funds. The timescale for completion of this project is therefore expected by end of March 2024.  <b>Status: In Progress</b>
	<b>Undertake Feasibility Study for new Civic Suite at Otterpool Park in line with appropriate BREEAM standards</b>	Feasibility Study considered by Cabinet	March 2022	Chief Officer - Development		The project to design a new civic suite at Otterpool Park has now been paused while Officers develop plans for FOLCA to have a civic function. Reports on the use of FOLCA for civic and mixed use purposes will be considered by Cabinet in November/December 2023.  <b>Status: Not to be progressed at this time – Alternative option being sought utilising part of the Folca 2 building.</b>

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.	<b>Improve recycling rates across the district</b> New waste management contract (new targets identified)  Fully embed Echo system within waste collection service to ensure better data on rates of participation	Collection targets met Number of missed collections per 100,000 – Quarterly Target 50  Percentage of household waste recycled – Quarterly Target 50%	Ongoing	Chief Officer Regulatory and Community Services  Waste Services Manager		Missed Collections – the average for the year was 36.77 misses per 100,000 collections undertaken. This is well below the industry accepted benchmark of 60 per 100,000 and also the contract target of 50 per 100,000. (This is now amongst one of Veolia's best performing municipal waste collection contracts.)  Recycling % - The recycling rate for the 2022.23 year was 44.6%. The recycling rate is a weight-based measure, and recycling tonnages were in part affected by a decrease in garden waste collected (due to particularly dry weather in the summer of 2022), and greater light-weighting of packaging material by product manufacturers. Information reported by the collection crews has enabled contaminants in the recycling stream to be identified, which has led to targeted communication campaigns. The overall amount of waste and refuse collected continues to decline year-on-year.  <b>Status: Ongoing</b>

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><b>Improve recycling rates across the district (continued)</b></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 Regulatory and Community Services</p> <p>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><b>Status: Ongoing</b></p>
	<p><b>Reducing, Rethinking, Reusing &amp; Recycling</b></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 &amp; Performance Lead, Low Carbon &amp; Sustainability Senior Specialist</p>		<p>A draft District Wide Carbon plan developed with the support of the Carbon Innovation Lab was presented to Cabinet on the 12th of July 2023 seeking approval to go out to public consultation.</p> <p>First pilot event for community engagement the Folkestone &amp; Hythe Sustainable Futures Forum facilitated by the Carbon Innovation Lab with support from F&amp;HDC took place in April 2023 and successful with positive feedback still being received.</p> <p>Comments are currently being incorporated with consultations being planned for late autumn 2023.</p> <p><b>Status: In Progress</b></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 Officer Planning and Building Control</p>		<p>All planning applications meeting the policy threshold are required to meet Council BREEAM standards.</p> <p><b>Status: Ongoing</b></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
Seek to promote sustainable growth and regeneration of Folkestone Town Centre through transformational projects, diversification and investment.	<b>Folkestone Town Centre Place Plan</b> Conclude public consultation and complete Place Plan	Cabinet Agreement	September 2021	Director of Strategy and Resources	Kent County Council, Folkestone & Hythe Business Advisory Board, Folkestone Town Council, Creative Folkestone.	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.  <b>Status: Completed</b>
	Develop associated Action Plan	Cabinet Agreement	September 2021	Director of Strategy and Resources		As funding allows further place plan projects will be considered for delivery if still appropriate  <b>Status: Ongoing</b>
	Levelling Up Fund Application submitted	Bid Submitted	June 2022	Director of Strategy and Resources		During January 2023 FHDC was awarded £19.8m from central Government's Levelling Up Fund. This will be used to deliver the following priority projects in Folkestone town centre:  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  <b>Status: Completed</b>
	<b>Redevelopment of FOLCA</b>  Secure a new health, wellbeing and medical facility in the FOLCA building	Heads of Terms agreed with end user.	September 2021	Director of Strategy and Resources	CCG, GP Practices	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). Thereafter the design of building elevations, community engagement and the planning application process will be subject of further consideration of the Council and public engagement. This will be led by the GP practices.  <b>Status: Ongoing</b>
		Planning secured	September 2022	Director of Strategy and Resources		
	Develop housing led mixed use scheme	Construction completed and facility opened   Confirm vision for the development and scope of mixed-use requirements.  Attract private sector delivery partner	December 2024   September 2023	Director of Strategy and Resources / Director of Housing & Operations Chief Officer Place and Growth, Chief Officer Corporate Estate & Development		Cabinet agreed in February 2023 that part of Folca 2 should be considered for relocating the Civic offices, a report will go to CLT/ Cabinet in late 2023/early 2024 to make a decision whether to proceed to the next stage.  <b>Status: In Progress</b>  A specification for the initial works has been developed based on a thorough survey of Folca 2. This specification will concentrate on refurbishing the envelope of the building and will be issued during Autumn 2023 with an expected completion date of June 2024  <b>Status: In Progress</b>

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)	<b>Ship Street Regeneration</b> Deliver housing led regeneration scheme	Attract private sector delivery partner  Scheme agreed and planning secured	March 2024  March 2024	Director of Strategy and Resources / Director of Housing & Operations	Creative Folkestone	Architect and professional team appointed and progressing scheme design to RIBA stage 3. Currently undergoing viability testing prior to planning submission. Cabinet report expected late 2023 to agree next steps and decisions on delivery partner.  <b>Status: In Progress</b>
	<b>Encourage increased footfall, local spend, new businesses and diversification</b>  Utilise High Street Fund monies to encourage visitors and residents into the town centre	Funds fully allocated	March 2022	Director of Strategy and Resources	Town centre traders and businesses, Kent County Council,	The High Street Fund scheme closed to applications during November 2022. During the duration of the scheme, 49 projects were approved for funding. 12 projects were approved during year 2022-23 until the scheme closed.  <b>Status: Completed</b>
	Market Improvement Programme	Outcomes assessed	February 2024	Director of Strategy and Resources		The Market improvement programme will be incorporated into the levelling up fund projects for delivery)  <b>Status: Ongoing</b>
	Deliver programme of Shop Local Initiatives	2 campaigns annually  Measure footfall	Ongoing	Director of Strategy and Resources	Folkestone Town Council	The digital high street and events app 'ExperienceFH' launched during November 2022. Marketing campaigns have taken place to promote this, which included visiting local businesses with flyers. To date, nearly 100 businesses have signed up. A contract review is due to take place with the app provider, Bulbtown.  <b>Status: Ongoing</b>
	<b>Improve public facilities to support the regeneration of Folkestone Town Centre</b>  Complete the renovation of Pleydell Garden Public toilets.	Toilets renovated and Reopened	June 2022	Engineering & Buildings Senior Specialist		Refurbishment works of the Pleydell Gardens facilities commenced on Monday 5 September 2022; the refurbishment took 6 weeks to complete.  <b>Status: Completed</b>
	<b>Promote high quality public realm and built environment</b>  Folkestone and Hythe Place Panel actively involved in projects of scale or strategic significance.	3 engagements per year	Annual	Director of Strategy and Resources	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).  <b>Status: Ongoing</b>
	Design based Supplementary Planning Guidance developed	New SPG approved	June 2022	Chief Officer Planning and Building Control		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'.  <b>Status: In Progress</b>

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><b>Explore options for more residential dwellings in and around town centres to increase diversification and to concentrate the retail area</b></p> <p>Explore mixed development opportunities including accommodation over the shops and Work/Live units</p>	<p>Number of additional units created.</p> <p>Number of new tenants, leaseholders contributing to the vibrancy of the town centre.</p>	2023 onwards	Director of Housing & Operations		<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"> <li>• Conversion of former Bonmarche store– 24 apartments</li> <li>• Development of empty site on guildhall street – 15 Apartments</li> <li>• Conversion and re-development of Leas Pavilion – 91 Apartments</li> </ul> <p><b>Status: Ongoing</b></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.	<b>Improve incubation support for new businesses</b> Deliver Romney Marsh Business Hub (RMBH)	Construction complete and facility open	December 2021	Director of Strategy and Resources	East Kent Spatial Development Company, Magnox, Romney Marsh Partnership	<p>The Romney Marsh Business Hub was opened in December 2021. As of September 2023, 12 of the 14 available offices have been leased and are occupied.</p> <p><b>Status: Completed</b></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 Strategy and Resources		<p>To date, we have received 7 applications for grants from businesses leasing offices at the Romney Marsh Business Hub. From these, 5 have been presented to decision panels and have been approved for funding to the value of £38,000</p> <p><b>Status: Ongoing</b></p>
		RMBH 100% occupied	March 2023	Director of Strategy and Resources		
	Complete the development of the link road at Mountfield Road to facilitate serviced sites for future business growth	Completion of Road	January 2022	Chief Officer Place and Growth	Breheeny Engineering, SELEP	<p>Electricity (reinforcement works) ongoing off-site prior to completion of on-site utility connections. Site works are substantially completed with all plots under offer subject to Planning permission.</p> <p><b>Status: In Progress</b></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 Bigginswood	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. <b>Status: Completed</b>	
		Construction completed and sites / new business space open.	April 2023	Director of Housing and Operations		Remediation and development platform works were completed in August 2023. A disposal partner for the site has been approved by Cabinet. Officers are currently working through legal work with completion expected by 31st December 2023. <b>Status: In Progress</b>	
		Amount of business space created (Sqm)	April 2024			See latest update above.	
	<b>Increased support to the self-employed</b>	Establish a programme of support to encourage new self employment	No of new self-employed businesses established	March 2022	Chief Officer – Place & Growth		The delivery phase of the Folkestone Community Led Local Development (CLLD) programme is now complete. The programme supported a total of 78 potential entrepreneurs to be enterprise ready and 15 new enterprises. <b>Status: Completed</b>
	<b>Supporting existing businesses in the district</b>	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		This is being reviewed to assess the type of supports businesses require. This will be worked on as Economic Development team resources permit. <b>Status: Ongoing</b>
	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		For year 2022/23, a total of 49 internal led grant scheme applications were given approval. This comprises of the following: <ul style="list-style-type: none"><li>• 13 High Streets Fund applications</li><li>• 5 Romney Marsh Business Hub grant scheme applications</li><li>• 5 Green Business Grant Scheme applications,</li><li>• 26 Folkestone Community Works grant schemes</li></ul> Both the high street fund and Folkestone community works scheme are now closed. <b>Status: Ongoing</b>	

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><b>Supporting existing businesses in the district (continued)</b></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 &amp; Growth</p> <p>Chief Officer – Place &amp; Growth</p>		<p>832 businesses were contacted via email from our database list during year 2022/23 on numerous occasions. This was often to signpost to appropriate events, grant opportunities and initiatives such as ExperienceFH app for businesses. In addition, businesses were engaged with at 6 Folkestone &amp; Hythe business advisory board meetings during the year. These include a round the table session for businesses to raise issues and what is important to them, where they are often directly supported or signposted to the correct channel. An average of 17 businesses attend each session.</p> <p><b>Status: Ongoing</b></p> <p>In 2022/23, a total of 68 businesses were engaged within including: Duo Technology, Martello Building Consultancy, LVB Creative, Romney Hythe &amp; Dymchurch Railway, Disruptive Urbanism, Profile Architects, Beresfords Accountants, Motis Estates, Holiday Extras, Oak Creative, Alliance Building, The Workshop, Clifton Hotel, Sai Care Homes, Basepoint Business Centre, Stagecoach, Screen South, Folkestone College.</p> <p>In Quarter 1 2023/24, a total of 18 businesses were engaged with including: NIC Instruments, EDF, Clifton Hotel/ Leaf Hotels, LVB Creative, Sleeping Giant Media, Collier Stevens, Beresfords Accountants, The Looker, Screen South, Burlington Hotel and Stroud Wealth Management</p> <p><b>Status: Ongoing</b></p>
	<p><b>Promote inward investment</b></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 &amp; Growth</p>		<p>As part of the Folca commercial element we will seek inward investment opportunities. Mountfield Road will also provide opportunities for inward investment through the sale of the plots.</p> <p><b>Status: Ongoing</b></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><b>FHDC local contracting policy</b></p> <p>Develop and adopt a policy to encourage local businesses to contract with the council and maximise Social Value and Green opportunities through contracts</p>	<p>Establish and adopt a new policy</p> <p>At least 3 local business contracting with the council</p>	<p>March 2023 onwards</p>	<p>Chief Officer Regulatory and Community Services</p> <p>Procurement Senior Specialist</p>		<ul style="list-style-type: none"> <li>• ‘Procurement Plan’ implemented, which outlines measures to increase local businesses participation and maximises climate and social value considerations in our tender process</li> <li>• Continuous efforts to simplify the tender documents and make them accessible to local businesses.</li> <li>• Publication of tenders on Kent Business Portal to encourage local businesses participation.</li> <li>• To encourage climate and social value considerations, carbon action questions have been included with our standard tender documents</li> <li>• 5% weighting applied to net zero and social value evaluation criteria, respectively.</li> <li>• Low carbon emission clauses incorporated into the council’s standard template agreements. - presently concentrating on carbon emission scope 1 and 2.</li> <li>• 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.</li> <li>• Modern Slavery– questions included within tender selection questionnaire and appropriate clauses already included within our standard contract agreements</li> </ul> <p><b>Status: Ongoing</b></p>
	<p><b>Exploit new economic growth Opportunities in the district</b></p> <p>Support and promote growth in key growth sectors, including Green &amp; Nuclear, Creative Industries and Tourism</p>	<p>Economic Strategy and Action Plan in place</p>	<p>Ongoing</p>	<p>Chief Officer – Place &amp; Growth</p>	<p>Romney Marsh Partnership, Otterpool Park LLP, Kent and Medway Economic Partnership, Folkestone &amp; Hythe Business Board</p>	<p>Work was put on hold due to costs and concerns on ecology as well as around planning. Once these have been addressed the funding from Magnox will be released and building can commence. Work is due to start last quarter of 2023/24. The change in administration has meant a new Chair of the Romney Marsh Partnership Board (RMP). The terms of reference have been revised and the list of board members considered for suitability and active participation. The first meeting took place in September 2023 with a focus on 3 to 4 key transformational projects that the RMP can work towards.</p> <p><b>Status: Ongoing</b></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)	<b>Exploit new economic growth Opportunities in the district (continued)</b>  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	Ongoing	Chief Officer – Place & Growth		The change in administration has meant a new Chair of the Romney Marsh Partnership Board (RMP). The terms of reference have been revised and the list of board members considered for suitability and active participation. The first meeting took place in September 2023 with a focus on 3 to 4 key transformational projects that the RMP can work towards.  <b>Status: Ongoing</b>
	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.  <b>Status: In Progress</b>

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.	<b>Successfully deliver the Folkestone Community Works programme</b>  Work with potential delivery partners and match funders to develop projects that help the long term unemployed residents within the east, harbour and central areas of Folkestone	100% of the available ERDF and ESF funding is allocated	By end of March 2023	Chief Officer – Place & Growth	Skills providers, local businesses	The programme spent 100% of the ESF funding and 96% of the ERDF available funding. Overall total programme spend since its inception was £3,187,834. During the lifetime of the programme projects delivered by organisations including Social Enterprise Kent (SEK) and The Princes Trust have supported long term unemployed residents in gaining skills to help them onto the path to employment and training.  <b>Status: Completed</b>
	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		24% spent. The need to match the funding the ERDF funding pound for pound dampened uptake, therefore the unallocated funding was re-allocated to the SME Business Grant Scheme to meet the demand for these grants.  <b>Status: Completed</b>

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 &amp; other programmes that could benefit them. (Continued)</p>	<p><b>Improve skills provision for all residents to access employment and meets the needs of local businesses</b></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>Chief Officer – Place &amp; Growth</p>	<p>East Kent Colleges, DWP, Folkestone &amp; Hythe Business Board, Kent and Medway Growth Hub, SELEP, Kent County Council, local businesses</p>	<p>Year two for the Skills festival held at the Marsh Academy was a huge success. The event attracted £2k in sponsorship for the event, Magnox and KCC Education People. The event doubled in attendance of businesses from year one, taking the total number of businesses exhibiting and holding workshops to 40. Students and community visitors to the event saw over 500 people.</p> <p>Talks to establish a suitable route for Adult Education and Skills is ongoing with EKC group and includes the Romney Resource Centre as a key partner. Free courses and skills workshops are being explored to bridge the gaps into work. Talks have also taken place with DWP so more work will be done in 2023/24. Communications have taken place with construction companies within our district to establish skills needs. Next steps to be agreed.</p> <p><b>Status: Ongoing</b></p>
	<p><b>Work with partners and employers to create more job opportunities for local people</b></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>Chief Officer – Place &amp; Growth</p>	<p>Locate in Kent, Folkestone &amp; Hythe Business Board, Kent and Medway Growth Hub, SELEP, Kent County Council, local businesses</p>	<p>A number of local employers have been engaged with through the Folkestone &amp; Hythe business advisory board. However, further engagement will take place with businesses as Economic Development departmental resources permit.</p> <p>In 2022/23, a total 68 businesses were engaged within including: Duo Technology, Martello Building Consultancy, LVB Creative, Romney Hythe &amp; Dymchurch Railway, Disruptive Urbanism, Profile Architects, Beresfords Accountants, Motis Estates, Holiday Extras, Oak Creative, Alliance Building, The Workshop, Clifton Hotel, Sai Care Homes, Basepoint Business Centre, Stagecoach, Screen South, Folkestone College.</p> <p>In Quarter 1 2023/24, a total of 18 businesses were engaged with including: NIC Instruments, EDF, Clifton Hotel/ Leaf Hotels, LVB Creative, Sleeping Giant Media, Collier Stevens, Beresfords Accountants, The Looker, Screen South, Burlington Hotel and Stroud Wealth Management</p> <p><b>Status: Ongoing</b></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><b>Invest in additional support for those who are homeless or vulnerable to homelessness</b></p>	<p><b>Focus on homelessness prevention</b></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&amp;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 Council's 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 &amp;B and other forms of temporary accommodation. As at the end of June, 26 households were accommodated in temporary accommodation.</p> <p>During quarter 1, 315 households approached the Council due to homelessness issues.</p> <p>Over the same period, 8% of all approaches to the Council were closed as homelessness preventions.</p> <p><b>Status: Ongoing</b></p>
	<p><b>Work to end rough sleeping in the district</b></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 10. The Council and its partners monitor the number of people rough sleeping on an ongoing basis.</p> <p><b>Status: Ongoing</b></p>
	<p><b>Identify new funding opportunities for the continuation of support services for vulnerable homeless people</b></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><b>Status: Ongoing</b></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
<b>Invest in additional support for those who are homeless or vulnerable to homelessness (continued)</b>	<b>Deliver our Next Steps Accommodation Programme</b> Provide 6 units of supported accommodation with intensive support for the most vulnerable rough sleepers.	Units delivered and available for occupation  KPI: Number of units delivered under the Next Steps Accommodation Programme	October 2021	Housing Lead Specialist - Strategic Housing	Local voluntary sector agencies	The Council has four accommodation units in the district, providing intensive support to people who have previously been entrenched rough sleepers. This work is ongoing and the project are currently working with 2 clients to prepare them for a move to long-term accommodation.  <b>Status: Ongoing</b>
<b>End rough sleeping by ensuring that we provide early intervention and support</b>	<b>Implement Homelessness Strategy</b>  To maintain long term the FHDC Rough Sleeper Outreach Service, now being delivered by the FHDC Prevention Plus Team					
	<b>Develop early an intervention support service for those with no accommodation to go to, such as care leavers, people leaving prison and hospitals to reduce the number of new rough sleepers</b>	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.  <b>Status: Ongoing</b>
	<b>Continue to work with partners and local agencies to develop a holistic approach to supporting rough sleepers in relation to mental health, social services care and substance misuse</b>	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.  <b>Status: Ongoing</b>



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><b>End rough sleeping by ensuring that we provide early intervention and support (Continued)</b></p>	<p><b>Work with partners and agencies to increase the range of housing solutions and support available to rough sleepers, including development of a Housing First Project</b></p> <p>Continue to support the Folkestone Churches Winter Shelter. Assist the partnership to review the service delivered</p> <p>Develop the first units in the district of Housing First accommodation in partnership with local agencies.</p>	<p>Complete the set-up of at least 2 units of Housing First accommodation by 2025.</p>	<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 of four units of accommodation with support has been delivered 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 grant assistance to support the project.</p> <p><b>Status: Ongoing</b></p>
<p><b>Maximise access to affordable and suitable accommodation</b></p>	<p><b>Bring long-term empty homes back into use</b></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</p>	<p>Kent County Council  Private property owners</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. Due to current conditions in the housing market, developer activity has slowed over recent months. While the partnership continues to work closely with a number of empty property owners, achieving the target of bringing 70 long-term empty homes back into use during 2023/24, will be very challenging.</p> <p><b>Status: Ongoing</b></p>
	<p><b>Increase the supply of affordable homes for rent and low-cost home ownership</b></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</p>	<p>Housing associations and other local affordable housing delivery partners.</p>	<p>In 2022/23, Just over 100 additional affordable homes were delivered by the Council and its partners in the district.</p> <p>Based on the new affordable homes under construction/acquisition in the district at present (on sites in Folkestone, Sellindge and New Romney), the Council is confident that 80 additional homes will be delivered during 2023/24.</p> <p><b>Status: Ongoing</b></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
<b>Maximise access to affordable and suitable accommodation (Continued)</b>	<p><b>Improve the condition of private sector housing across the district</b></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 2022-23 a total of 437 private sector homes were improved in the district. A further 125 private sector homes have been improved in the district through intervention by the Council during Quarter 1 2023/24.</p> <p><b>Status: Ongoing</b></p> <p>Under the housing enforcement policy, three civil penalty notices have been issued this year for non-compliance with improvement notices. One is paid (£1,500) and the other two are pending payment (£7,500 each). In 2023/24 to date another 5 penalties have been or are in the process of being served. If all paid this could total £35,000. There is a discount for early payment, so totals cannot be confirmed as yet. Penalties served in previous financial year – one of £7500 is being pursued by corporate debt, another was subject to appeal and negotiated down to £5,000 from £12,000 and paid.</p> <p>We currently have 73 licensed HMOs. 6 of those have been renewed since April 2023.</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
<b>Deliver a range of high quality and new affordable housing</b>	<p><b>Develop Housing Asset Management Strategy</b></p> <p>Retrofitting - Working towards investigating carbon neutrality targets &amp; 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 &amp; audit.</p>	<p>December 21</p> <p>November 21</p>	<p>Chief Officer- Housing</p> <p>Chief Officer- 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 26<sup>th</sup> January 2022</p> <p><b>Status: Completed</b></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><b>Status: Completed</b></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><b>Deliver a range of high quality and new affordable housing (Continued)</b></p>	<p><b>New build and acquisition programme</b> 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>Housing Assets Lead Specialist /Lead Specialist Strategic Housing</p> <p>Housing Assets Lead Specialist</p> <p>Housing Assets Lead Specialist / Lead Specialist Strategic Housing</p>	<p>Otterpool Park LLP, housing providers</p>	<p>The Council will acquire an additional 25 Council homes for rent and shared equity purchase during 2023/24. 10 unit have already been acquired, with the remaining completions due to complete by the 31 March 2024 .</p> <p><b>Status: Ongoing</b></p> <p>The Housing Carbon Reduction Approach (2022-2030) has been published and sets out how the council housing service will meet carbon reduction targets by 2030 and 2050.</p> <p><b>Status: Completed</b></p> <p>In February 2023 the current HRA new build programme was paused, and we are actively seeking partners to continue to develop these sites for new homes. The council is due to acquire a further 25 affordable homes in 2023/24, including 5 homes for shared ownership equity purchase, by March 2024.</p> <p><b>Status: Ongoing</b></p>
	<p><b>Explore Community Led Housing options including self-build</b> 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><b>Status: Ongoing</b></p>
	<p><b>Promote shared ownership housing opportunities in the district</b> 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>Assets Lead Specialist / Lead Specialist Strategic Housing</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><b>Status: Ongoing</b></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><b>Status: Ongoing</b></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><b>Deliver a range of high quality and new affordable housing (Continued)</b></p>	<p><b>Self-build register</b> Enhance &amp; promote information available on website</p>	<p>Online portal available for use</p>	<p>December 21</p>	<p>Strategy, Policy &amp; 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><b>Status: Not completed</b></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 and self-build plots are also highlighted on the website where promoters notify the council about self-build opportunities.</p> <p><b>Status: Ongoing</b></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. Further training for Members will be considered after the Levelling Up and Regeneration Bill has received Royal Assent and any regulations or guidance relating to self-build has been published.</p> <p><b>Status: Completed</b></p>
<p><b>Reinvest in our existing stock</b></p>	<p><b>Undertake full stock survey to ascertain current baseline position</b> Develop the findings from the stock survey into the HRA business plan and a deliverable maintenance programmes including procurement that supports the district economy</p>	<p>Surveys undertaken</p> <p>Development of HRA Business Plan &amp; Cabinet agreement</p> <p>KPI: Percentage of properties that meet the decent homes standard</p>	<p>September 2021</p> <p>January 2022</p>	<p>Housing Assets Lead Specialist / Chief Officer- Housing</p>	<p>Tenants &amp; 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><b>Status: Completed</b></p> <p>A draft 30 Year HRA Business Plan is due to be presented to Overview and Scrutiny Committee in November and will be considered by Cabinet in December. 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><b>Status: Ongoing</b></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><b>Reinvest in our existing stock (Continued)</b></p>	<p><b>Re-procurement of repairs and voids contract</b></p> <p>Housing Responsive Repairs Contract Working Group created to appraise options</p>	<p>Option Appraisal completed and approved by council</p>	<p>Options appraisal Completed September 2021</p> <p>Contracts in place September 2022 for commencement April 2023</p>	<p>Housing Assets Lead Specialist</p>	<p>Procurement Tenants &amp; Leaseholders</p>	<p>Extension for the Housing Responsive Repairs and Void Contract is now in place for 2023-2025.</p> <p><b>Repairs &amp; Maintenance contract from 2025 onwards.</b></p> <p>We have procured FFT as the consultant to compile an options appraisal for review. Below is the timeline:</p> <p>Project plan and timeline with milestones – completed</p> <p>Desk top review – in progress</p> <p>Consultation – first stakeholder lessons learnt / scoping workshops with housing staff / tenants / Members – completed</p> <p>Options appraisal report with recommendations for all areas covered by the tender – signed off by F&amp;HDC October/November 2023.</p> <p><b>Status: In Progress</b></p>
	<p><b>Modernise the sheltered housing schemes</b> 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>	<p>Housing Senior Specialist</p>	<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><b>Status: Completed</b></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. The plans to redevelop these four sites are currently on hold due to budget constraints. However, the data from the review is being used to develop an Independent Living Improvement Plan. This plan is currently being drafted and will set out our priorities for all independent living stock, focusing on what we will do to make the schemes more attractive places for existing and prospective new tenants to live, and including a strong commitment to improve energy efficiency.</p> <p><b>Status: In Progress</b></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><b>Identify the district wide infrastructure and connectivity challenges</b></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>Project delivered through European funding and with Kent County Council's Digital Inclusion Team.</p> <p><b>Status: Completed</b></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)	<p><b>Encourage the use of available subsidies to extend the rollout of fibre broadband into commercially less attractive rural and harder to reach areas of the district</b></p> <p>Promote opportunities to residents and businesses</p>	Promotion campaign undertaken	December 2022	Strategy, Policy and Performance Lead Specialist	Kent County Council, Central Government	<p>Project delivered through European funding and with Kent County Council's Digital Inclusion Team.</p> <p><b>Status: Completed</b></p>
	<p><b>HRA new build to include new technology that will reduce carbon footprint improve management of compliance e.g. remote monitoring, self-reporting equipment</b></p> <p>Specify the extent of new technology and build in capacity for future unknown technologies to all homes build and purchased by the HRA</p>	Measured by peer review of new build schemes	December 2021 onwards	Chief Officer: Corporate Estate and Development		<p>Work to deliver 30 additional council homes for rent and shared ownership on the Highview site in Folkestone will no longer be taken forward by the council acting as the developer following agreement by Cabinet in February 2023 to instead explore the market for the site for its disposal and delivery the scheme via a third party developer.</p> <p><b>Status: Ongoing</b></p>

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	<b>Adopt the Core Strategy</b> Ensure that the Core Strategy Review is successfully adopted identifying the site allocation for Otterpool Park within it.	Full Council adopt Core Strategy	December 2021	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.  <b>Status: Completed</b>
	<b>Agree framework for the Strategic Land Agreement and Funding Agreements between Council and Delivery vehicle</b>	Agreements formally adopted by delegated decision makers	To be completed as soon as practicable	Director of Strategy and Resources, Interim Director of Governance and Finance (S151), Assistant Director of Governance, Law and Democracy	Otterpool Park LLP	The Strategic Land Agreement (SLA) is completed. Funding agreements have been drafted and are being reviewed to align with the next steps in relation to delivery of the project.  <b>Status: In Progress</b>

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)	<b>Consider and Agree the updated Business Plan</b>	Cabinet decision	February 2022	Director of Strategy and Resources	Otterpool Park LLP	The Otterpool Park LLP Business Plan was agreed by Cabinet in January 2022. In April 2023 Cabinet was updated that due diligence and financial assessment is being carried out in relation to the updated 2023 Business Plan submitted by the Board of Otterpool Park Limited Liability Partnership. The outcome of the review was reported to Cabinet in October 2023. Cabinet agreed that a transition plan be put in place as the future direction and funding of the project is worked through.  <b>Status: Completed</b>
	<b>Consider and Agree proposed Business Cases for Phases as they are proposed by the Delivery Vehicle.</b>	Cabinet decision	2022 & Ongoing	Director of Strategy and Resources & Statutory Officers		The Phase Delivery Strategy which will cover all land aspects required of Otterpool Park Phase 1 and has been progressed to final draft.  <b>Status: In Progress</b>
	<b>Consider the proposed Planning Application</b>	Determination on application	2022	Chief Officer Planning and Building Control	Government Agencies, statutory bodies, Town & Parish Councils, Kent County Council	A revised planning application for the Otterpool Park garden town was taken to Planning Committee in April 2023. Planning committee resolved to grant planning permission subject to the signing of a section 106 agreement.  <b>Status: Ongoing</b>





# CREATING TOMORROW TOGETHER

## CORPORATE ACTION PLAN

2021-2024



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