



FOLKESTONE COASTAL COMMUNITY TEAM

ECONOMIC PLAN

27th Jan 2016

No.	Heading	Detail	Information
Key Information			
1	Name of CCT	N/A	Folkestone Coastal Community Team
2	Single Point of Contact (SPOC)	Name Address Tel nos Email	Jennifer Childs Town Clerk Folkestone Town Council Town Hall 1-2 Guildhall Street Kent CT20 1DY Tel: 01303 257946 Email: jennifer.childs@folkestone-tc.gov.uk
3 (a)	CCT Membership	Names and position, e.g. resident, Local Councillor	Jennifer Childs - Town Clerk/Lead Emily Arnold - Town Mayor David Monk - FTC F&GP/SDC Heritage John Collier - SDC Economy/Regeneration Danny Brook - Chairman / FTC F&GP/CC Damian Collins - MP Steve Arnett - SDC Development Katharine Harvey - SDC Development Paul Knight - Coordination Philip Carter - Community Sally Hough - Administration
3 (b)	CCT Membership	Other partners and/or stakeholders to be involved.	Robert Hancock - KCC Development Alan Ewart-James - SDC Housing Peter Bettley - Charity Trevor Mintor - Harbour

			<p>Alastair Upton - Creative Ben Sharp - FTCM James Avery - Business/Town Team Paul Manning - Education Daniel Sangiuseppe - Tourism Daniel Kennedy - Communication/Branding James Carroll - Transport Diane Dever - Projects Sarah Hagues - Voluntary/Charity Lesley Finley - Media</p>
4	Accountable Body	Local Authority Contact name & details	<p>Dr Katharine Harvey Head of Economic Development Shepway District Council Civic Centre, Castle Hill Avenue, Folkestone, Kent, CT20 2QY T: 01303 853287 / M: 07771 773516 E-mail: katharine.harvey@shepway.gov.uk</p> <p>Does the Accountable Body have a representative on the CCT membership? Yes</p>
5	Local Area	Provide brief geographical description of the locality and a brief history if relevant.	<p>Folkestone is a coastal town of national strategic importance with undoubted potential. Its location on the south Kent coast places the town in an enviable position, with unparalleled scenery and outstanding transport infrastructure which links it to the rest of the UK and to Europe.</p> <p>Like a number of once prosperous coastal resorts, Folkestone has been evolving over the last 40 years to find a new role and purpose and, thereby, real prosperity for its residents. Key to a more successful future is driving forward economic regeneration, by bringing together public, private and business expertise.</p> <p>Folkestone is a town with a proud history closely linked to the growth of Great Britain as a nation through its proximity to the Continent, beginning in the Iron Age, the Romans, the Saxons, then the Normans, by which time the original fishing village had become part of the Cinque Ports federation.</p> <p>Folkestone became a town at the beginning of the Tudor period and wars with France</p>

			<p>meant it had to be defended and the beginning of a harbour was established. It was a centre for smuggling during the 18th century when the harbour was completed but it was the coming of the railways in the 19th century that brought prosperity to the town with a tourist trade and development of the port and the seaside resort.</p> <p>However changes in tourism patterns, particularly the advent of cheap foreign travel in the mid-20th century, depleted its fortunes. In addition, the loss of other traditional industries in the 1980s and 1990s saw further decline in the town in spite of the opening of the Channel Tunnel on the 6th May 1994.</p> <p>Ambition for the town has remained strong in spite on numerous severe economic challenges and since 2004 a concerted strategy has been developed to regenerate key areas of the Old Town, to bring about major improvements in education provision and to establish new opportunities for the enjoyment of residents and visitors in art and sports. In addition, in September 2009, Folkestone's two railway stations began to offer high speed services to London St Pancras in a little over 50 minutes. In terms of road transport the Town benefits from direct access to the motorway network with Junctions 12 and 13 of the M20. These recent developments have begun to stimulate greater prosperity to the town, generating new employment opportunities and helping make Folkestone a better place in which to work, live and visit.</p> <p>In some ways Folkestone has two identities or lacks a clear identity or brand. On the one hand it is set on a beautiful stretch of Channel coast between the Kent Downs to the north east and Romney Marsh to the south west. The town boasts an eclectic and elegant mix of styles, where urban development of the highest quality sits alongside the natural landscape of the Kent coast. On the other hand, some parts of the town have poor housing stock and record</p>
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			<p>issues of multiple deprivation. The town centre retail area also divides opinion. The central area bordering Sandgate Road has suffered in line with many town centres since the economic downturn of 2008. The retail, leisure and evening offer of Folkestone do not yet set the town out as a destination.</p>
6	Context – community (suggested maximum 300 words)	Description of local community with demographics.	<p>Folkestone has a population of 51,337 (ONS 2011) which has increased by 13.9% since 2001. The town is warded but each area has its own distinct opportunities and challenges.</p> <ul style="list-style-type: none"> • Central (including Harvey Ward) - mainly a commercial area and the main seafront. It is made up of an urban landscape (hotels, residential accommodation, commercial properties), gardens and parks. • Harbour – to the southwest is a dense urban area that leads down to the harbour, to the northeast it contains the East Cliff & Warren Country Park. • East – predominantly residential with some small business, varied housing stock including higher proportions of rented (LA, HA, private). • West – area of higher quality Victorian and Edwardian housing, tree lined avenues and open space. • Broadmead – residential area developed in 60-80s, contains majority of the towns' schools and sports/ leisure provision. • Cheriton – has a 'village' feel and identity with a high street and residential area with large proportion of the town's military families and is home to two large army barracks. New housing developments planned. <p>Each Town Ward has a detailed ward profile produced in May 2015 these are included as supporting documents and include all sources and data references.</p> <p>In 2010 the town was ranked in the top 20% of places in the National Index of Multiple Deprivation. 10.5% of the population are currently claiming</p>

			<p>disability benefits and Shepway District is the second most deprived out of the 12 Kent Districts and 97th out of 326 in England according to the Index of Multiple Deprivation. Significantly there are clear pockets of deprivation in East Folkestone which is the continuation of an historical trend (IMD 2010).</p> <p>Key issues relating to the community include:</p> <ul style="list-style-type: none"> • Some of the highest density of population in the county. • Proportion of households earning less than £20,000 per annum is nearly twice the national average (Central, Harbour, East) (CACI, 2015). • The rate of unemployment and permanently sick and disabled are above the local and county average (12%) (NOMIS, 2015). • More than 88% of the housing stock are flats or apartments (SDC Ward Profiles, 2015). • 64% of people live in rented accommodation (SDC Ward Profiles, 2015). • 44% of properties are valued at below £125,000, which is 50% above the national average (SDC Ward Profiles, 2015). • 28% of residents have no qualifications (Harbour) (SDC Ward Profiles, 2015). • The population is not highly ethnically diverse at 6.3% of the population, approximately half the national average, but is in line with neighbouring areas. The most highly represented ethnic groups are Other White European, Indian, Other Asian (largely Nepalese in line with Folkestone's strong link with the Gurkhas) (ONS, 2011).
7	Context – economy (suggested maximum 400 words)	Local economy, e.g. business, tourism, manufacture, etc, 'Starting point'	<p>Key Characteristics</p> <ul style="list-style-type: none"> • The key to change is economic regeneration, providing more jobs and apprenticeships. • Strong business representation in the financial, insurance and business

			<p>services sectors, an existing tourism reputation, and growing creative and media sectors and restaurant and hospitality sectors.</p> <ul style="list-style-type: none"> • Currently the majority of those employed work in wholesale and retail trades or the human health and social work sectors. Less than 6% are employed in manufacturing and only 8% in financial services although these are significant, high-quality jobs (SDC Economic Development Strategy, 2015). • There is a need to revitalise the retail offer. • Focus for the majority of the town's recent and future housing growth – around 6,000 new homes are expected up to 2026 (SDC Economic Development Strategy, 2015). • Low unemployment rates overall but small pockets of high unemployment in East and Central Folkestone. (SDC Ward Profiles, 2015). • Low wage levels commensurate with lower than desired quality of jobs. • Low levels of educational attainment, but opportunities to capitalise on new investment by East Kent College and the performance of Folkestone's two grammar schools (SDC Ward Profiles, 2015). <p>Key Economic Trends</p> <ul style="list-style-type: none"> • Population growth – between 2001 and 2011 Folkestone's population, particularly those in the working age group has been growing quickly (up by 13.9% since 2001 Census (ONS, 2011)). • The working age population constitutes a higher proportion of Folkestone's population than in most comparator areas, and this offers an advantage in terms of the productive potential of residents. • The number of jobs has increased by 24% between 2000 and 2012 – faster than in all the comparator areas except Ashford which saw a similar growth rate (SDC Ward Profiles, 2015).
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			<ul style="list-style-type: none"> • Full time earnings in the workplace are increasing (SDC Economic Development Strategy, 2015). • The unemployment rate has fallen recently, although still well-above the South East average. • Jobs are forecast to grow more quickly than the South East average to 2031 (SDC Economic Development Strategy, 2015). <p>Key Challenges and Opportunities</p> <ul style="list-style-type: none"> • Jobs - there has been growth in the numbers of jobs, but these have been generally lower paid, lower skilled jobs. • High value jobs - there is a deficit of opportunities and workers in the knowledge economy. Economic activity and employment rates - these are relatively low in Shepway. • Worklessness - people claiming Job Seekers Allowance is higher than in the comparator areas and South East average. • Residents' full time earnings – are lower than the South East and national averages. • Workplace earnings - are noticeably lower than the South East and national averages and also lower than average earnings for Shepway's residents. • Productivity (as measured by GVA per job) - has been running increasingly behind the SE over the last 12 years and this pattern is projected to continue to 2031. • Co-ordinate existing business support facilities and identify new requirements and support start-up businesses to take next step. • Support larger companies to help them realise their potential. • Boost productivity and support business growth. • Improve lower than average business survival rate.
8	Related	What else is	Town Centre and Harbour

	<p>initiatives</p>	<p>going on in the community of economic importance, e.g. BID, LEP, CIC, CCF, CRF</p>	<ul style="list-style-type: none"> • Creative Foundation • Creative Quarter • Folkestone’s HEART (HLF) • Townscape Heritage Initiative (HLF) • Folkestone Harbour and Seafront Regeneration • Folkestone’s multi-storey Skate park • Folkestone Town Team • Town Centre Management Company • Heritage Strategy (to be commissioned) • Up on the Downs • White Cliff Countryside Partnership • A Town Unearthed (successful HLF) • Great British High Street – Rising Star Award <p>Business Growth</p> <ul style="list-style-type: none"> • Shepway Business Advisory Board • Start-up and Business Support (Enterprise First, Proactive) • District Council discretionary business rates relief scheme • Inward investment and Locate in Kent • Strategic and Key sites for retail and employment use (Local Plan, Employment Land Review) <p>Marketing Branding and Events</p> <ul style="list-style-type: none"> • Triennial arts festival • Growing calendar of other events (e.g. Book festival, Air Show, Charivari Folkestone Fringe) • Folkestone Town Council promotional and civic activities • Tourism Destination Management Plan (to be commissioned) • Visit Folkestone (in development) • Folkestone Works (in development) • Trans-national partnerships (BOSCO with Boulogne) <p>Broadband</p> <ul style="list-style-type: none"> • Line of sight superfast broadband from Civic Centre • Town centre CCTV wifi hotspots (FTC – in development) <p>Skills Education</p> <ul style="list-style-type: none"> • Shepway Apprenticeship scheme • Complementary apprenticeship programmes
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			<ul style="list-style-type: none"> • East Kent College Campus skills offer and expansion • Schools including the Glassworks Sixth Form • The Cube – adult education • Shepway Business Advisory Board <p>Key Sectors</p> <ul style="list-style-type: none"> • Creative and cultural industries • Tourism, leisure and Visitor economy • Retail • Financial and professional services • Transport and logistics • Fishing • Manufacturing • Public sector • Social enterprise <p>Strategic Assets</p> <ul style="list-style-type: none"> • Heritage and the built environment • Environment and coast (e.g. The Leas, Coastal Park, Folkestone Warren and beaches) • Channel Tunnel (and managing Operation Stack) • Road infrastructure • Rail infrastructure (High Speed 1) • Broadband and connectivity • Excellent sports infrastructure and leisure facilities, cycle paths, walking routes, sea sports <p>Housing</p> <ul style="list-style-type: none"> • Strategic development sites (Shorncliffe Garrison, Harbour and seafront) • Empty Homes and Property Initiative • Opportunitas (District Council regeneration and housing company) • Numerous examples of high quality Victorian and Edwardian housing especially in West End of Folkestone <p>South East Local Economic Partnership</p> <ul style="list-style-type: none"> • Strategic Economic Plan • Local Growth Fund • European Funds (ESIF) • Community Led Local Development
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9	Ambition	A positive statement of the aims and objectives of the plan and a description of what it will achieve. Description of 'what success will look like'.	<p>The Folkestone Coastal Community Team has agreed a vision:</p> <p>To continue developing the positive economic conditions that ensures the self-sustaining renaissance of Folkestone as a vibrant destination and creative environment generating confidence for investment to provide quality jobs, homes and leisure opportunities for all.</p> <p>We will do this by:</p> <ul style="list-style-type: none"> • Promoting the Town's considerable existing assets • Supporting current strategic initiatives to ensure they deliver their full potential (see Qs 13, 14 and 16 below) • Building a sense of place and civic pride • By being a recognised partnership for the development of our town • Concentrating on growing jobs, skills and business opportunities in identified key sectors (see Q8 above) • Supporting access to funding to make designated projects happen
10	Needs of the community and intentions of the team to meet them.	Identify the socio-economic needs of the community and the opportunities to meet them. Each element should be Specific, Measureable, Achievable, Realistic and Timed.	<p>Jobs and Skills</p> <ul style="list-style-type: none"> • Achieve real-term increases in gross incomes, improve the proportion of households earning less than £20K • Increase opportunities for jobs across key sectors • Provide increased focus on high value/ high quality jobs and the skills required • Support young people's transition from education and training into sustainable employment • Provide opportunities for older residents to acquire and develop new workplace skills • Support high proportion of residents with no or low skills • Understand and support skills requirements of emerging industries e.g. creative, media, high tech manufacturing. • Continue to build on recent job growth and successes in art, creative and

			<p>heritage sectors</p> <p>Housing</p> <ul style="list-style-type: none"> • Bring empty properties back into use • Continue to support major housing developments (Shorncliffe and Folkestone Seafront) • Work with landlords (housing associations and private) to ensure the quality of the rental offer which is significant in some wards • Recognise the difficulties of access to the housing market for young people <p>Business Opportunities</p> <ul style="list-style-type: none"> • Review employment property (industrial, office, retail) to ensure businesses can establish themselves and grow • Ensure that established businesses can continue to grow without leaving the town • Provide more and better quality opportunities for new start-up and re-locating businesses both in terms of premises, support and finance • Develop opportunities and support for social enterprises to become established and grow <p>Health</p> <ul style="list-style-type: none"> • Understand the health challenges in our Town, especially in more deprived areas. <p>Community Development</p> <ul style="list-style-type: none"> • Through the development of branding, help the people of Folkestone renew their sense of belonging and civic pride. • Support our wide range of existing volunteer groups including residents associations, carers, sports clubs, arts projects, history/ heritage groups, etc. • Working with Town, District and County Councils as well as the Police to ensure community safety remains a priority. • Creating a town where residents and visitors feel safe to enjoy themselves and undertake their daily business.
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11	Analysis	Describe the strengths, opportunities, weaknesses and threats in meeting the needs at 10 (a).	<p>Strengths</p> <ul style="list-style-type: none"> • Attractive natural environment: a unique coastal environment to provide a strong offer to visitors and offers a high quality of life for residents • The Harbour development will be a central part of the regeneration of Folkestone • Outstanding transport links (channel tunnel, road and high speed rail). • Unique character of the town and ease of access to Europe • Heritage of national and international significance and quality architecture • Good primary and secondary schools • East Kent College FE provision and investment • Higher education provision in two universities in nearby Canterbury offer opportunities for local young people • Expanding creative sector with growing recognition, notably creative quarter and Triennial festival • Cost effective area for business and living relocation relative to the South East average • Varied economy with a range of key sectors with strong support from the local authority • The Harbour Arm, Leas, Coastal Park and Fountain are key assets to the 'seaside identity' part of the town and development will be a continuation of what is already there • The beautiful Coastal Park is one of Kent's most visited free attractions • Numerous parks, tree lined streets and continued investment in street scene offer a quality urban environment • Strong local partnership working with Town, District and County Councils and a wide range of private sector and charitable bodies and associations <p>Weaknesses</p> <ul style="list-style-type: none"> • Peripherality - the economic catchment area is limited as it is bounded by coastline along its southern edge • Decline of tourism and traditional industries

			<ul style="list-style-type: none"> • Folkestone’s identity and brand are in a state of transition • Folkestone feels the negative impact of Operation Stack and high frequency of road freight • The Seafront has lost its identity as the heart of Folkestone • Town centre and retail offer have declined and are disjointed • The quality of the Seafront environment has been neglected with poor built environment • School leavers and young adults in the town find it difficult to find quality, year-round employment • The economic downturn has stalled the development in the town, notably the seafront • Previous regeneration proposals relied heavily upon a large upfront investment in infrastructure • Limited development land available in the town bounded by the sea on one side and the North Downs on the other • Folkestone’s undoubted heritage assets are costly to maintain • The Seafront is physically disconnected from the rest of the Town • Less than adequate public transport with poor connectivity between modes (rail, bus, walking, cycling) • Flood risk resulting from climate change is now a major issue to be overcome for any development of the Seafront • Some parts of Folkestone wards (e.g. Central, Harbour, East) suffer from poor housing and multiple deprivation • Any infrastructure on the seafront is exposed to the elements and needs to be maintained regularly at a cost • Parking on the seafront is limited and the introduction of parking meters can deter visitors • Increase in footfall can lead to an increase in litter • The decline of the fishing industry is a threat to the economy and identity of the area <p>Opportunities</p>
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			<ul style="list-style-type: none"> • Folkestone has all the ingredients to become a 'Destination' town • By delivering key projects it will attract new residents and businesses into the Town • Folkestone has a rich and varied history • The Town enjoys high-speed rail connections to London within 55 minutes and Europe, with Paris under 2 hours away • Growing creative sector and opportunities for participation in the arts • Significant investment from local philanthropy both in development projects and charitable work • Build on the clear success of the existing projects such as the 2015 Harbour Arm events and offer, the Triennial, Charivari and the developing programme of festivals • Growing the hotel sector such as boutique hotels and B&Bs, such as new private investment to redevelop the Salisbury Hotel and The Burlington • Growing sense that young people feel pride in their town and want to remain here, working and enjoying the town setting up businesses • Vibrant and growing digital/ media business sector • Improving café culture and evening economy • Strength of independent businesses • Partnership working through existing partnerships and Coastal Communities Team • Funding via Coastal Communities and other similar Government sources • Work through the SELEP • The landscape character and bio-diversity surrounding the coast and countryside (North Downs) is rich and varied • The Old Town is regenerating through investment in creative enterprises • There is a growing trend to holiday in the UK due to climate change issues and cost • There is a growing trend toward healthy urban lifestyles which could help create new uses and activities along the Seafront • New pedestrian and traffic linkages
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			<p>can be created to improve connectivity</p> <ul style="list-style-type: none"> • Folkestone already enjoys a rich variety of urban neighbourhoods • New 'low-tech' methods of flood protection using 'beach nourishment' are proving successful along the coastline • Attract in-migrants to the area: potential to attract a more affluent London commuter population, as well as retaining young people based on improved quality of housing stock, improved assets and infrastructure • The new bus routes will provide better transport links from the Town centre. Busses will be directed along Tontine Street and up Tram Road • Anti-social behaviour and crime can be reduced by good design, increasing the feeling of safety around the town. • The new Seafront Development by the Harbour Company will be made up of high quality housing stock • Taking advantage of the growing trend for domestic holidays and allowing Folkestone to be marketed as a main attraction for the region <p>Threats</p> <ul style="list-style-type: none"> • Failure to seize opportunities • The seafront masterplan being stalled or only partially delivered – pivotal to the redevelopment of the whole town • Not sustaining Coastal Communities momentum, knowledge and influence • Public sector cuts result in a greater impact on the district • Not focusing on the quality of the employment offer • Failure to retain and grow the Town's festival offer, especially for out of season visits and employment • Some negative public perception • Peripheral location with reduced catchment area • Failure of employment sites to deliver the much needed jobs • Interlinked and entrenched levels of deprivation • Low-priced housing with low returns on property development
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			<ul style="list-style-type: none"> • Workforce skill base and some pockets of very low skill levels • Threats to growth of the tourism sector and visitor economy - tourist assets are there, but they are not joined up within District and the wider East Kent. Lack of high quality tourist accommodation • With the exception of a small number of hotels and guest houses a majority of them are used for the local community as living accommodation and standards are low which can create a poor image to holiday makers
12	Data – <i>while an essential element of the plan, it could be included in a ‘daughter’ document.</i>	Provide evidence to support the intentions of the plan. This will include statistical data but broader data should also be included. Data used should be specific, relevant and transparent. It is sufficient to reference evidence held elsewhere.	<p>The 5 Ward plans are the primary source of supporting data for this Economic Plan. Below is the list of key data documents.</p> <ul style="list-style-type: none"> - 5 x SDC Ward Profiles (2015) - SDC Corporate Plan (2013 – 2018) - Shepway Economic Development Strategy (2015 – 2020) - Shepway in Context (2015) - Shepway Core Strategy Local Plan and evidence base (2015) - Shepway Employment Land Review (2011) - FTC Town Plan (2015) - FTC HEART Business Plan (2015) - Seafront Masterplan (2012)
Delivering the Plan			
13	Key projects and/or bodies of work.	High level description of discrete pieces of work showing CCT role, indicative partners and timescales.	<ul style="list-style-type: none"> • Masterplan to focus on key development opportunities and issues (e.g. disconnect between Bouverie Place and rest of Centre; regeneration of Guildhall Street; specialist quarters; connecting Old High Street- Rendezvous Street – Guildhall Street; traffic, bus and pedestrian flows; better connection between Harbour / Seafront to Town Centre). • Marketing and branding – development of a coherent message and better defined / understood town offer for residents, visitors and investors, including identification of

			<p>key events that could be attracted to the town.</p> <ul style="list-style-type: none"> • Connectivity e.g. support for ‘wi-fi hot spots’; local bus shuttles (e.g. from Folkestone Central to Town Centre & other parts of the town).. • Enhanced connectivity / accessibility between Folkestone Harbour & Seafront, and town centre. • Heritage, built, and coastal environment e.g. – complementing work of HLF Townscape Heritage Initiative and HEART projects. Focus on developing a Heritage Strategy.
14	Short term goals/actions	What will the team achieve in the next 6 months? Should demonstrate ‘quick wins’.	<p>Please see Appendix A ‘FCCT Economic Plan Project Matrix’ for more detail. Below is a summary:</p> <ul style="list-style-type: none"> • Consolidate the position of the FCCT as the key partnership for Folkestone’s economic development and regeneration. • Folkestone Renaissance Branding and Marketing Strategy and Campaign • Folkestone Business Hub at Aspen House, support for start-ups, unemployed, young entrepreneurs, vulnerable adults. • Folkestone Events and Markets – contribution to inward invest and raising town profile • Public Realm Environmental Improvement • Built Environment and Heritage projects (Radnor Park Lodge and gardens, Tontine Street public art, Christ Church Clock Tower, Noel’s Yard events, etc)
15	Performance measures	For first 6 months – to be SMART	<p>Please see Appendix A ‘FCCT Economic Plan Project Matrix’ for more detail. Below is a summary.</p> <p>Below are some suggested performance</p>

			<p>measures relating to Q14, however, each component project will detail SMART indicators as part of their project plans and project management.</p> <ul style="list-style-type: none"> • Appoint specialists to undertake strategic marketing consultancy. • Raise the profile of the town to visitors, inward investors. • Create new forums for local people to engage in developing the towns identify. • Fully equipping the Folkestone Business Hub. • Creating new direct jobs. • Creating new indirect jobs. • Creating new start-ups. • Creating new apprenticeships. • Providing L1-L3 vocational qualifications. • Implement Folkestone Harbour Arm activities • Improve town events and market offer. • Support seafront events (book festival, mermaid festival, etc). • Establish shop front renovation fund • Trees replaced/planted. • Street furniture improvements. • Commissioning and installation of Public art. • Public and green space environmental enhancements. • Improved public perception of the town. • Contribution to branding of Folkestone as a quality destination.
16	Medium term goals/actions	For 6mths to 5 years	<p>Please see Appendix A 'FCCT Economic Plan Project Matrix' for more detail. Below is a summary.</p> <ul style="list-style-type: none"> • Town Centre Renaissance • Folkestone Seafront Regeneration • Shorncliffe Heights – former garrison regeneration • Major Events and Festivals – e.g Triennial, Airshow , Charivari and others TBD

			<ul style="list-style-type: none"> • Improve Public Transport Connectivity – Joining up the Seafront and Town Centre • High Speed Folkestone – Super Fast Community Broadband
17	Performance measures	For 6mths to 5 years – to be SMART	<p>Please see Appendix A ‘FCCT Economic Plan Project Matrix’ for more detail. Below is a summary.</p> <p>Below are some suggested performance measures relating to Q16, however, each component project will detail SMART indicators as part of their project plans and project management. These are major projects and programme and will have full PRINCE II or equivalent project management frameworks and performance monitoring.</p> <ul style="list-style-type: none"> • Development and Delivery of Folkestone town centre master plan. • Encourage development of quality hotel and B&B accommodation. • Delivery of major mixed-use redevelopment of Folkestone Seafront including up to 1000 homes, public spaces and a range of sports and recreation amenities. • Tram Road Rail Link green walkway / cycleway on harbour line. • Delivery of mixed-use redevelopment of for MOD site of up to 1000 homes, public spaces and a range of public amenities including education facilities. • Raise profile of Folkestone. • Attract Visitors. • Support hotel and hospitality growth • Support branding strategy. • Creation of high-quality jobs. • Improve transport links notably links between modes. • Improved pedestrian and cycling routes. • Delivery of super-fast broadband through FTC CCTV infrastructure. • Connecting businesses, residents and visitors to high speed Wi-Fi.To follow

			from 13, 14 above.
18	Long term goals and actions Optional	Strategic plans beyond 5 years – include performance measures where appropriate.	<p>Please see Appendix A 'FCCT Economic Plan Project Matrix' for more detail. Below is a summary.</p> <p>Some of the projects in Q16, for example major housing developments and the Seafront Regeneration, will go beyond the 5 year medium term, however, they are the major long term actions.</p> <p>Our long term goals are to:</p> <ul style="list-style-type: none"> • Fully establish FCCT as the partnership that endorses the delivery of the vision for Folkestone. • To revitalise the Town's economy into an innovative and self-sustaining success. • To make Folkestone a vibrant, attractive and safe place for its residents and visitors. • Build an economic environment where private investment provides the primary source of funding for the town's future growth and development.
19	Barriers	Identify any barriers to delivering the plan and if you have contingencies to manage them.	<p>Please see Appendix A 'FCCT Economic Plan Project Matrix' for more detail. Below is a summary.</p> <p>Barriers to the delivery of the plan include the following:</p> <ul style="list-style-type: none"> • Lack of funding • Insufficient partnership capacity • Insufficient promotion and marketing • Staffing • Insufficient referrals • Poor quality premises • Insufficient/ inadequate IT and equipment • Site clearance and preparation • Infrastructure delivery • Funding, drawing down investment • Changes in National policy

			Each project has or will have a detail risk register stating mitigation and level of risk, this will be overseen by FCCT.
20	Resources	Who and what will be required to deliver each element of the plan. Include 'in kind' services, volunteers, etc. demonstrate how local expertise will be utilise and/or grown.	<p>Please see Appendix A 'FCCT Economic Plan Project Matrix' for more detail. Below is a summary.</p> <p>Resources required for each element outlined in Q14 and Q16 will come from our established range of partners, utilising their professional and technical expertise, influence, financial and in-kind contributions. These include:</p> <ul style="list-style-type: none"> • FCCT • Folkestone Town Council • Shepway District Council • Kent County Council • Creative Foundation • Local business community • Local community and volunteer organisations • Folkestone Fringe • Folkestone Town Team • Folkestone Town Centre Management • Folkestone Harbour Company • Taylor Wimpey • Rail Operator • Bus operator • Sustrans <p>Each project has or will have project plan that details resource allocation.</p>
21	Costs	Detail of costs of each element of plan.	Please see Appendix A 'FCCT Economic Plan Project Matrix' for more detail. Below is a summary.
22	Value	What is the value of the plan to the local economy?	<p>Please see Appendix A 'FCCT Economic Plan Project Matrix' for more detail.</p> <p>The total combined value of the proposed projects in in the region of £15-20 million</p> <p>This project value will have significant multiplier effects on the local economy. At this stage it is not possible to quantify these</p>

			but will be included in each project development phase and evaluation and coordinated by FCCT.
23	Funding	Identification of funding streams and how costs of project(s) will or could be met.	<p>Please see Appendix A 'FCCT Economic Plan Project Matrix' for more detail. Below is a summary of the main funding sources available:</p> <ul style="list-style-type: none"> • Coastal Communities Fund • South East Local Economic Partnership • European Structural and Investment Funds • Community Led Local Development • Folkestone Town Council • Shepway District Council • Kent County Council • Heritage Lottery Fund • Roger De Haan Charitable Trust • Folkestone Harbour Company • Creative Foundation • Section 106 • Taylor Wimpey • Private investors • Crowd funding
24	Maximising resources and costs	Describe how this will be minimised, e.g. shared services, use of technology, avoidance of bureaucracy, etc.	<p>FCCT is founded on the basis of delivering the joint vision for Folkestone. This has been developed and agreed by the key partners in the town.</p> <p>In order to support the delivery of this vision, all partners listed in Q3a and Q3b above are committed to working together to:</p> <ul style="list-style-type: none"> • share resources • raise awareness of funding and investment opportunities • take joint responsibility for delivering the vision in this economic plan • eliminate duplication • share knowledge and expertise • disseminate news and information through websites and social media • streamline processes by working through FCCT

Communications			
25	Consultation	Describe existing results of consultations and planned consultation exercises.	<p>The current plan has been based on a range of consultation meetings that took place on the 24th and 25th November 2015 and previous consultations in February 2015: including community representatives, local businesses, and volunteer organisations covering the arts, young people, community development and heritage.</p> <p>The workshops sought to allow participants to express their voice, to assist in the debate the following the following questions were used to frame the conversations:</p> <ul style="list-style-type: none"> • What does “Folkestone” mean to you? • How do you think others see Folkestone? • What four things, places, stories, people, etc would you use to tell people about Folkestone? • What is the best thing that’s happened to Folkestone during the previous 5 years? • What will be the best thing that will happen to Folkestone in the next 5 years? • What must we not do? • What can you do to help? <p>All of the input has been recorded and has informed the scope, direction and actions of this plan.</p>
26		Describe plans to involve and inform partners and other bodies, including accountable body, CCA and DCLG.	<p>FCCT plans to run regular similar consultation exercises through the future as a key benchmarking exercise with the community and stakeholders to ensure that the Economic Plan vision is being delivered, to gain support and ownership, and identify new projects and ideas.</p> <p>This activity is however only one part of the communications matrix, all FCCT partner organisations have regular consultation and communication exercises through local press, forums and networks, websites such as the Town Council Website and the newly launched Folkestone Works website by</p>

			SDC.
27	Communication with community	How will the community and stakeholders be involved and informed of progress and outcomes	<p>Community Stakeholders already form part of the FCCT as individuals and as group representatives. In the SWOT the strength of Folkestone's community networks is identified and the Town has an extensive range of associations and clubs that serve as a gateway to the town's people.</p> <p>In addition, the larger organisation in the Town including the Town and District Council have existing community engagement mechanisms that are already being used to support this early stage of FCCT work.</p> <p>FCCT is committed to ensuring that all of the extensive £15million + projects actively involve the community, not only through consultation, but in their design, events and employment and business opportunities.</p> <p>Local press, partner websites, an FCCT website, local radio, social media and events will all combine to spread the word of the Vision of FCCT and the projects as they take shape and become a reality in building on the growing positive momentum in Folkestone.</p>
CCT Logistics			
28	Management of team	How the team will operate, frequency of meetings, centrality of team to projects, etc. How the team is representative of the community.	<p>The full standard operating procedures of the FCCT will be drafted during quarter1 2016. The principles will include the following:</p> <ul style="list-style-type: none"> • The FCCT will be supported administratively by Folkestone Town Council. • It will meet on a bi-monthly basis to oversee and make decisions relating to this economic plan. • FCCT will seek to appoint a project manager to undertake the primary technical and day-to-day functions of the Team (see Q30 below) FCCT may co-opt thematic working groups on a project by project basis.

			<ul style="list-style-type: none"> • FCCT will produce monthly bulletins for dissemination using the communications channels outlined in Q26. • FCCT will draw up and maintain a project log of all the projects associated with the Economic Plan, their status and how they contribute to delivering the Vision.
29	Support structure	Network of support built to enable CCT to deliver the economic plan	Throughout the process of completing this economic plan, FCCT has grown in strength and identity and is committed to continuing the work it has started beyond the submission of this plan. See Q3a and Q3b for the range of direct partners. In addition, the consultation process has begun to engage and even wider range of FCCT advocates.
30	Costs	Running costs of CCT itself	<p>The FCCT is already supported by in-kind contributions from the Town and District Council in areas such as, meeting rooms and administrative support.</p> <p>However, Folkestone is a relatively large coastal town and this plan sets out a total project value of over £15million. In order to maximise the impact of the FCCT it will be necessary in the first instance to seek funding for a Coastal Communities Team Project Manager to:</p> <ul style="list-style-type: none"> • Provide day to day support to the FCCT members. • Work with partners, training providers, businesses and business networks and local communities in identifying joint plans, priorities and scope for collaboration on delivery. • Design and co-ordinate a programme of consultation with residents, businesses and other key actors. • Brief others or represent FCCT on external groups and networks to promote delivery through effective engagement, influencing and lobbying. These may include for example SELEP, East Kent Spatial Development Company and Kent and

			<p>Medway Economic Partnership.</p> <ul style="list-style-type: none"> • Explore and exploit opportunities to promote Folkestone to secure external resources and inward investment. • Assist in the management of contracting for external support where required. • Work with Town and District Council Officers, Managers and Members as appropriate. • Identify and meet relevant organisations to influence and support the delivery of key regeneration and economic development projects. • Provide advice and support to maximise the economic potential. <p>Additionally FCCT would undertake dissemination of its activities through public meetings, website and other communication channels.</p> <p>In order to ensure the delivery of the FCCT vision through its Economic Plan it is envisaged an annual operating budget of £50,000 would be required.</p>
31	Sustainability	Long term plan for team and how this will be managed.	<p>FCCT is fully supported by both Town and District Council thus providing long term sustainability to undertake to following key functions:</p> <p>Coastal Communities Economic Plan Delivery - FCCT is the designated partnership for Folkestone's economic plan and will be responsible for working with wider partners to disseminate its contents, project development, funding and lobbying.</p> <p>Prioritisation of Projects and Action Planning – FCCT will lead on monitoring the pipeline of projects with support from partner organisations (FTC, SDC, etc). This will also include developing an action plan and programme management. Partner organisation will contribute as required for each project.</p> <p>Project Development – Projects in the</p>

			<p>economic plan will be led by the appropriate level of organisation, however, FCCT will have a strategic consultative role in their monitoring and development to ensure outcomes deliver the vision set out in the Economic Plan.</p> <p>External Funding – Key partner organisations will lead on drawing down funding, the role for FCCT is to ensure active co-ordination of funding, seeking out opportunities where possible and disseminating success stories.</p> <p>Project delivery – FCCT does not have nor will have the capacity to deliver projects, these will be done by the appropriate partner organisation, however FCCT will play key roles as advocate, link with the community and businesses, critical friend and strategic partner.</p>
32	Areas of Specific Interest	Provide areas of on which you would wish to join a working group or network (virtual or otherwise), e.g. arts, tourism, housing, piers, sport, transport, heritage, marketing, etc.	<p>FCCT has key interests in developing through shared learning with peers in other similar sized coastal towns.</p> <p>This plan has set out a number of key areas which are of prime importance to the FCCT. We would welcome the opportunity to undertake joint activities networking and learning in the areas of:</p> <ul style="list-style-type: none"> • Destination marketing • Multi-mode transport integration • Tourism • Arts, Creative industries • Heritage • Digital industries and high speed connectivity • Housing (affordable and young people) • Sports and leisure

FCCT Economic Plan Goals and Actions

Goal/ action	Performance Measure	Barriers	Resources	Costs	Funding
Short term (6 months)					
Folkestone Renaissance Branding and Marketing Strategy and Campaign	Appoint specialists to undertake strategic marketing consultancy. Raise the profile of the town to visitors, inward investors. Create new forums for local people to engage in developing the town's identify.	Lack of funding Insufficient partnership capacity. Insufficient promotion and marketing. Staffing	FCCT,	£50k	Coastal Communities Fund, SE LEP, ESIF, CLLD, Shepway District Council, Folkestone Town Council, Kent County Council, Creative Foundation, Roger De Haan Charitable Trust
Folkestone Business Hub at Aspen House, support for start ups, unemployed, young entrepreneurs, vulnerable adults.	Implementing the business plan. Fully equipping the Folkestone Business Hub. Creating new direct jobs. Creating new indirect jobs. Creating new start ups.	Lack of funding Insufficient referrals. Poor quality premises Insufficient/ inadequate IT and equipment.	1 st Floor Aspen House. Hub board members (local business community FCCT representation). Hub Manager. 6 x hub business admin apprentices (Local FE	Global Project cost £120k	Coastal Communities Fund, SE LEP, ESIF, CLLD, Shepway District Council, Kent County Council.

	Creating new apprenticeships. Providing L1-L3 vocational qualifications.		provision) Completion of internal renovation to Aspen House. Business mentors (Kent Foundation). Support and training (Prince's Trust East Kent)		
Mid Term (6 months – 5 years) Folkestone Events and Markets – contribution to inward invest and raising town profile	Folkestone Harbour Arm activities (83,000 visitors during summer 2015 pilot). Town events and market offer. Seafront events (book festival, mermaid festival, etc). Shop front renovation fund	Lack of funding Insufficient partnership capacity. Insufficient promotion and marketing. Staffing	Folkestone Town Council. Shepway District Council. Creative Foundation, Folkestone Fringe. Folkestone Town Team Folkestone Town Centre Management	£200k Book Festival £10k Mermaid Festival £3.6k	Coastal Communities Fund, SE LEP, ESIF, CLLD, Shepway District Council, Kent County Council, Folkestone Town Council, Creative Foundation, Roger De Haan Charitable Trust.
Public Realm Environmental Improvement	Trees replaced/planted. Street furniture improvements. Public art. Public and green space environmental enhancements.	Lack of funding Insufficient partnership capacity. Insufficient promotion and marketing. Staffing	Folkestone Town Council. Shepway District Council. Kent County Council	£300k	Coastal Communities Fund, SE LEP, ESIF, CLLD, Shepway District Council, Kent County Council, Folkestone Town Council.

	<p>Improved public perception of the town.</p> <p>Contribution to branding of Folkestone as a quality destination.</p>				
<p>Built Environment and Heritage</p>	<p>Radnor Park Lodge – renovation community café.</p> <p>Radnor Park Fountain and gardens</p> <p>Leas Cliff Lift and Coastal Park connections to the town and seafront.</p> <p>Tontine Street Public Art</p> <p>Christ Church Clock Tower renovation.</p> <p>The Leas Club Noel’s Yard improvements and events.</p> <p>Tontine Street Steps.</p>	<p>Lack of funding</p> <p>Insufficient partnership capacity.</p> <p>Insufficient promotion and marketing.</p> <p>Staffing</p>	<p>Folkestone Town Council.</p> <p>Shepway District Council.</p> <p>Kent County Council.</p> <p>Creative Foundation</p> <p>Leas Lift CIC</p>	<p>£600k (excludes potential costs of renovating Christchurch Clocktower TBD)</p>	<p>HLF, Coastal Communities Fund, SE LEP, ESIF, CLLD, crowd funding, Shepway District Council, Kent County Council, Folkestone Town Council.</p>

High Speed Folkestone – Community Broadband	Delivery of super fast broadband through FTC CCTV infrastructure.		High Speed Folkestone – Community Broadband	Delivery of super fast broadband through FTC CCTV infrastructure.	
Long Term (beyond 5 years)					
Town Centre Renaissance	Development of Folkestone town centre master plan in midterm, and delivery of associated initiatives in mid to long term – focus on disconnect between Bouverie Place and rest of Centre; regeneration of Guildhall Street; specialist quarters eg Café; connecting Old High Street- Rendezvous Street – Guildhall Street; traffic, bus and pedestrian flows; better connection between Harbour	Lack of funding Insufficient partnership capacity. Insufficient promotion and marketing. Staffing	FCCT Folkestone Town Council. Shepway District Council. Kent County Council.	£75k – Masterplanning Project delivery costs will be an output of the Masterplan - £TBA	Coastal Communities Fund, Shepway District Council, Kent County Council, Folkestone Town Council.

	/ Seafront to Town Centre). Boutique Accommodation				
Folkestone Seafront Regeneration	major mixed-use redevelopment of Folkestone Seafront of up to 1000 homes, public spaces and a range of sports and recreation amenities.	Site clearance and preparation Infrastructure delivery Funding, drawing down investment Resources Partnership.	Folkestone Harbour Company, SDC	£5m – LEP £4.1m – S106	SE LEP, Folkestone Harbour Company, Section 106 private investors
Shorncliffe Heights – former garrison regeneration	mixed-use redevelopment of for MOD site of up to 1000 homes, public spaces and a range of public amenities including education facilities.	Site clearance and preparation Funding, drawing down investment Infrastructure delivery Resources Partnership.	Taylor Wimpey, SDC	£9m – S106	Taylor Wimpey, Section 106
Major Events and Festivals – e.g Triennial, Book Festival, Airshow , Charivari and others TBD	Raise profile of Folkestone Attract Visitors Support hotel and hospitality growth Support branding strategy Creation of jobs	Lack of funding Insufficient partnership capacity. Insufficient promotion and marketing. Staffing	Creative Foundation, FCCT, Folkestone Fringe, Folkestone Town Council. Shepway District Council.	Triennial £2m Airshow £150k Charivari £50k	Creative Foundation, Coastal Communities Fund, Folkestone Town Council, Shepway District Council, Arts Council, private sector, sponsorship

<p>Improve Public Transport Connectivity – Joining up the Seafront and Town Centre</p>	<p>Improve transport links, Improve links between modes, Join High Speed rail to the seafront via shuttle bus network, Improved pedestrian and cycling routes, including Coastal Park access projects at the Leas Lift and Leas Cliff Hall</p>	<p>Lack of funding Insufficient partnership capacity. Insufficient promotion and marketing. Staffing</p>	<p>FCCT, Folkestone Harbour Company, Rail Operator, Bus operator, Sustrans Folkestone Town Council. Shepway District Council, Leas Lift CIC.</p>	<p>£650k</p>	<p>S106, Coastal Communities Fund, Shepway District Council, Kent County Council, HLF</p>
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