

An aerial photograph of Folkestone and Hythe, showing the town built on a cliffside overlooking the sea. The image captures the coastline, green spaces, and buildings under a blue sky with scattered clouds. A large purple circle is overlaid on the left side of the image, containing the title text.

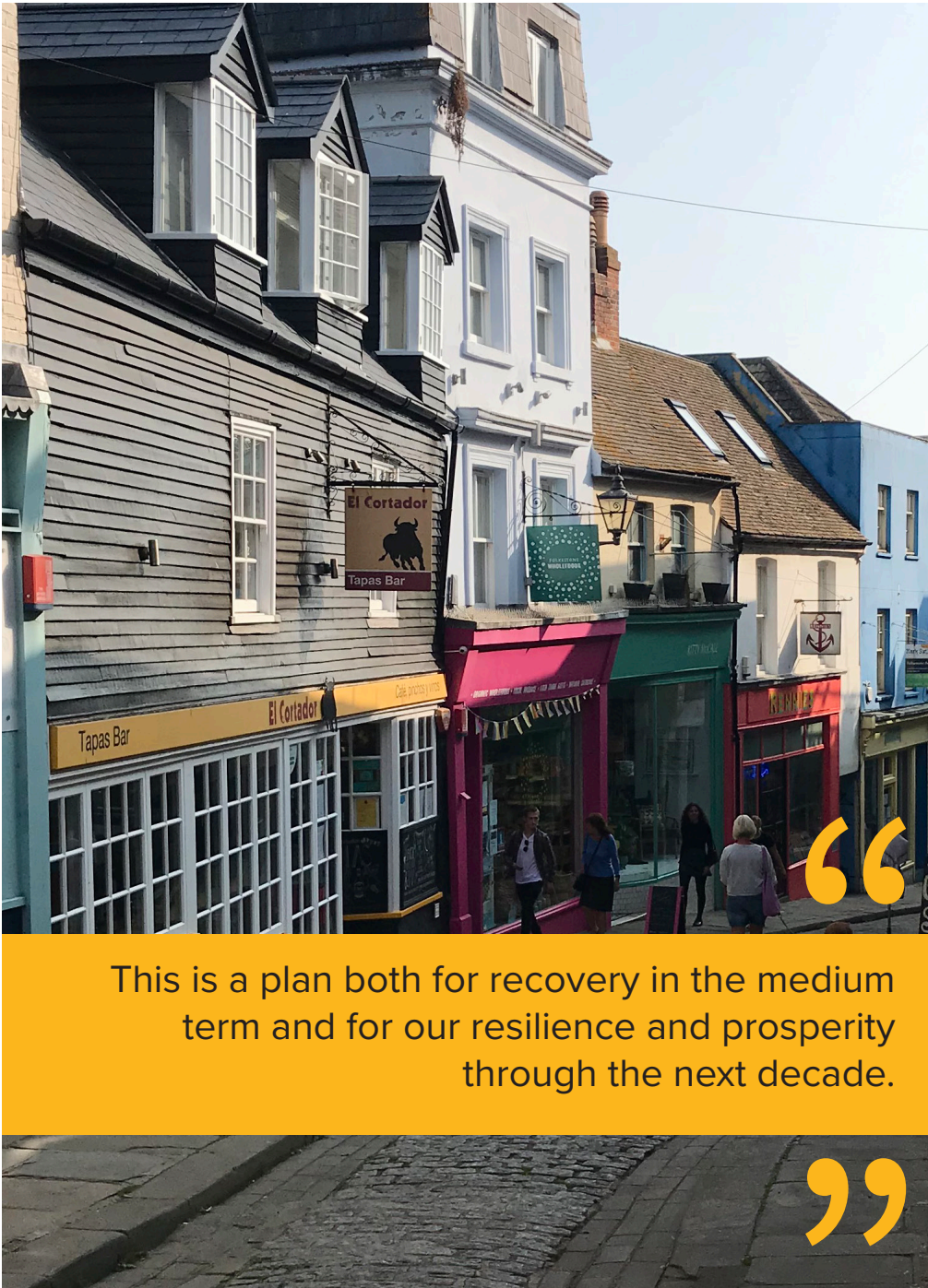
CREATING TOMORROW TOGETHER

Corporate Plan
2021-30



CREATING TOMORROW TOGETHER

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This is a plan both for recovery in the medium term and for our resilience and prosperity through the next decade.

Welcome



Welcome to Creating Tomorrow Together, Folkestone & Hythe District Council's Corporate Plan for 2021-30.

We want to focus our resources on what matters to our residents, investors and visitors. That's why we've developed this Corporate Plan – Creating Tomorrow Together – which sets out our far-reaching and long-term ambitions for Folkestone & Hythe over the next nine years.

This plan has been written in unusual times. Apart from its direct health impacts, the Covid-19 pandemic has led to uncertainty and hardship for many residents and businesses. At the time of writing, it appears unlikely that recovery will be swift, and the next couple of years are likely to be extremely challenging.

The current crisis has also demonstrated the strength and resilience of our communities. During the pandemic we rose swiftly to the

challenge to ensure support for our most vulnerable citizens while offering grants and advice to our businesses – and we have rapidly changed the way we work to ensure that we continue to provide high-quality services. We will continually adapt and improve – but we are proud of our response to date, and there is much that we have learnt.

Over the next three years the council will have a key role in leading our recovery from the current crisis. This plan therefore sets out four service ambitions and six guiding principles. These ambitions and principles are intended to aid recovery while underpinning our longer-term ambitions: this is a plan both for recovery in the medium term and for our resilience and prosperity through the next decade.

The plan recognises the excellent services, strength in partnerships and resilience in our communities

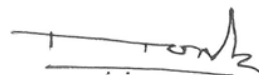
that exists, to build on that strong platform in creating a welcoming, safe and distinctive district. The plan will be supported by a more detailed action plan, operational service plans, as well as our Medium Term Financial Strategy. We will regularly review the plan to ensure that activities are on track, and we will report on progress.

We look to the future with optimism. The next decade will bring even more significant opportunities for the district, as the renewal of Folkestone town centre and seafront proceeds at pace, more affordable and new council housing is delivered, development of a new garden town starts at Otterpool Park, and we continue to benefit from our outstanding natural environment and our excellent connectivity to London via High Speed One and links to continental Europe.

This plan was open for public consultation in late 2020 and I was delighted that a number of residents, businesses and stakeholders engaged and shared their views with us on a draft of this document. A number of

changes were made as a result of this feedback and I hope you agree with me that the resulting plan will help us make our district an even better place to live, work and visit.

Best wishes



Cllr David Monk

Leader of Folkestone & Hythe District Council





Priorities, delivery and partnership

Priorities, delivery and partnership

We are extremely ambitious and positive about the future of our exceptional district. However, pressure on council budget is likely to intensify in the years ahead and we will not always be able to do everything that we have in the past. Over the next three years, we will listen to our residents and will focus on the priorities that matter most.

Within this plan we have not set out every action that the council will take: we have focused on the main service priorities and themes. A more detailed action plan and operational service plans will be prepared to guide the use of council resources, and many actions will be delivered in partnership with others. Where we can influence others to act in support of our communities, we will continue to do so.

We also recognise that we don't have all the answers. The council has a central role developing, commissioning and delivering vital services in housing, planning, environmental protection, community services and more. However, we also need to work closely with our

colleagues at Kent County Council, our neighbouring districts, town & parish councils, education, health and the private and voluntary sectors to build communities that work for everyone. We all have a positive contribution to make in **Creating Tomorrow Together**.

The plan incorporates the key points raised during the public consultation undertaken in late 2020 to reflect the needs and ambitions of our residents, businesses and key stakeholders across the district.

The plan provides a strategic direction for the coming nine years and a stronger emphasis on the service priority actions for the initial three year period with a focus on recovery. Once adopted the service priority actions will be further developed into an action plan, progress against the plan itself will be undertaken annually, and the plan will be comprehensively reviewed in 2024 to ensure it remains appropriate for the district.



Interior of F51 urban sports park - photo courtesy of Shepway Sports Trust



2021

Detailed
action plan



2024

Next
comprehensive
review



2030

When the plan
runs until



Plinth project - photo courtesy of Creative Folkestone



Plan framework

Plan framework

Our plan is focused on four service ambitions which are priority areas of action that relate to the key services that the council plans, delivers and commissions and six guiding principles that guide everything that we do. These are illustrated in the diagram on the right and the following sections explain them in greater detail:





Our service ambitions

Our service ambitions relate to leadership in community-focused services, the quality of our environment, the economy, housing and infrastructure. In the pages that follow, we set out our wide ranging ambitions for the next nine years, the priorities that we will focus on over the next three years, and how these will directly support the district's medium-term recovery from the pandemic.



Service ambition 1: Positive community leadership



By 2030

Local leadership in community services will be recognised for the vital contribution in creating a sense of place, health and wellbeing. This will be a shared ambition with partners across our communities. Local leadership will address many of the inequalities that exist between our communities and we will have improved access to services in our most deprived neighbourhoods. A strong and distinctive sense of place will prevail.



Our service ambitions

Service ambition 1: Positive community leadership

Overview

Folkestone & Hythe District Council provides a wide range of statutory and discretionary services, from leisure and recreation services through to vital benefits and assistance for some of the most vulnerable in our community.

The Covid-19 pandemic highlighted the importance of the support we provide and the ‘added value’ that the council brings in local leadership in communities. Trusted relationships with voluntary and community organisations have been built up over many years. During the pandemic, along with partners, we established three Community Hubs within the district, ensuring that vulnerable and ‘at risk’ residents were able to access essential support ranging from the collection of food and medical supplies through to befriending calls.

There is much that we have learnt from leading this process: we developed stronger, deeper relationships with partners and our communities, mobilised more volunteers, shared information, provided better signposting to the public and used technology in new ways to engage with our residents. We have also learnt from our colleagues in other districts and will seek to collaborate when opportunities arise.

As we enter the next Corporate Plan period, we will build on our experience to deliver enhanced community support. This will mean doing things differently – but we have proved that we can address this challenge, and it is likely that there will be a need for ongoing community support as we move through recovery.



“
A strong and distinctive sense of place will prevail.
”

Priorities in the next three years

Over the next three years, we will:



Improve physical and mental health & wellbeing

Our community services will support health and wellbeing across a range of fronts. This is closely aligned with the physical and mental health benefits associated with the quality of the environment and our community and environmental services will work closely together.

In planning for the future, we will work closely with the Clinical Commissioning Group (CCG) to identify sites for **new health facilities** which are modern and fit for purpose, including Folca within Folkestone town centre and at Otterpool Park.

We will invest in leisure facilities, including the development of a new leisure centre for the district located at Princes Parade in Hythe; we will invest in a range of high quality new facilities as part of our Play Area Strategy; and we will seek to offer additional leisure opportunities for residents.

We will improve our support to people to help them access more information and provide an increasingly integrated approach to supporting vulnerable people. This will include ensuring that all staff in the council are able to identify and support people who may be vulnerable – and we will work with our partners to ensure that they do the same.

Physical and mental health & wellbeing are intrinsically linked with economic outcomes. The district contains significant concentrations of deprivation, especially in Folkestone, which require a multi-agency approach to address. We will work with partners to identify and address poverty, financial exclusion and deprivation wherever it is found.

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Physical and mental health and wellbeing are intrinsically linked with economic outcomes.
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Exterior of F51 urban sports park -picture courtesy of Shepway Sports Trust



Safer Communities

Community safety will be at the heart of everything we do. We recognise that ensuring that residents, businesses and visitors will flourish and enjoy a place which looks, feels and is safe.

The district's Community Safety Partnership will be at the forefront of this through continuing to develop proactive and responsive services to address crime and anti-social behaviour.



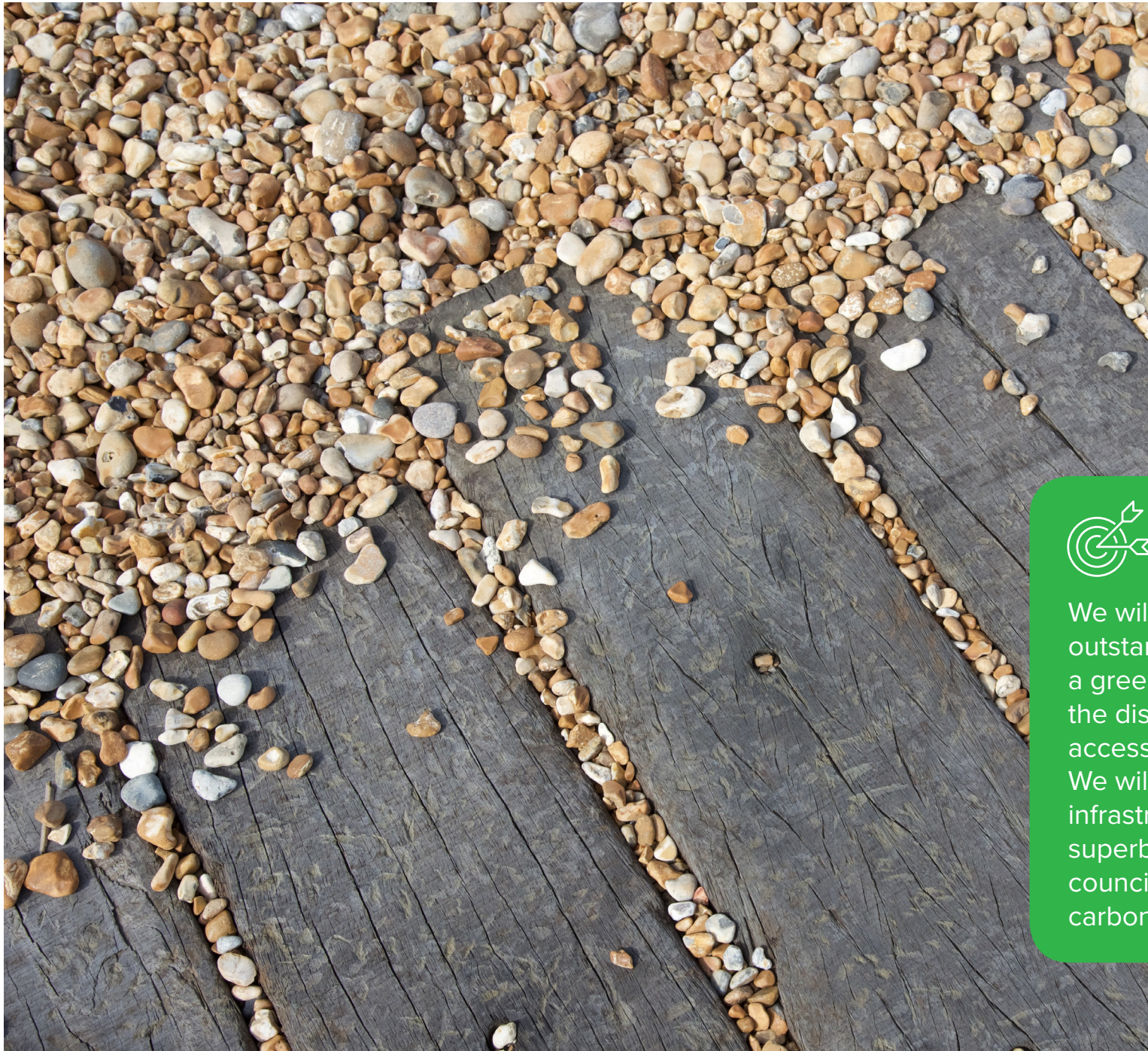
Supporting & empowering our communities

We will work with our partners and communities to ensure greater resilience across the district's many varied communities. This will seek to build on the success of the community hub model. We will explore how a 'hub and volunteer' approach can be embedded in existing communities and in new developments (such as at Otterpool Park).

We will seek to secure external funding to continue this valuable initiative, adapting it to changing community needs.



All of these actions rely on strong partnership working with people using our services, communicating effectively and by collaborating with partner agencies, such as members of the Community Safety Partnership and those in the health sector. We already have many excellent relationships and networks which we will expand further for the benefit of our residents.



Service ambition 2: A thriving environment



By 2030

We will be recognised as an outstanding place and known as a green exemplar council. Across the district, we will ensure excellent accessible open spaces for all. We will have invested in green infrastructure to enhance our superb natural environment and the council itself will generate net zero carbon emissions.

Service ambition 2: A thriving environment

In Folkestone & Hythe we have a unique natural environment embracing Romney Marsh, the Kent Downs and our distinctive and accessible coastline. Our unique towns and villages have clear identities and many heritage assets which new development should complement and enhance. We already have an exceptional place, winning national recognition for the quality of our open spaces; but more can be done. Leading on from these superb assets, our residents will benefit from improved access to green space and more opportunities for active travel – the importance of which has been especially highlighted during the pandemic.

The council will reduce its energy consumption and across the district as a whole, we will support opportunities for more sustainable development. We are committed to playing our part in tackling the climate crisis: the council declared a climate and ecological emergency in 2019.

Folkestone & Hythe is already in the top third of authorities for recycling rates. We are committed to the ‘circular economy’, to re-using goods where it is viable to do so and recycling them where it isn’t, and we will continue to work with partners who share these objectives.



“ Our residents will benefit from improved access to green space and more opportunities for active travel - the importance of which has been especially highlighted during the pandemic.

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Priorities in the next three years

Over the next three years, we will:



Ensure an excellent environment for everyone

We will ensure a **clean, attractive and safe** environment for residents, visitors and businesses.

We recognise the connection between a quality environment and health and wellbeing (both mental and physical) and we will embed this in service provision and planning. That means providing more opportunities for active travel and recreation, **improving cycling and walking routes** and working with colleagues in the health and the voluntary sector to join up the benefits.

We will take positive measures to **encourage biodiversity**, both by adapting existing practices (e.g. in relation to grass cutting) and by ensuring a net biodiversity gain in new developments.



Grow the circular economy & reduce waste

We will seek to **drive up recycling rates** and we will work with partners to highlight the benefits from reducing, rethinking, recycling and reusing materials.

Education will be a vital part of this. We will work with schools and community groups to raise awareness of the many environmental challenges and we will take measures to raise pride in the district.



Increase our resilience to climate change

Internally, we will **improve the council's energy and resource efficiency**. We will reduce our use of electricity and gas (yielding a financial return to the council as well as an environmental benefit), we will reduce the impact of our fleet and where possible replace with electric vehicles as they become due for replacement, and we will encourage greater use of walking and cycling by our staff. Over the longer term, we will adapt our operating model to become increasingly environmentally sustainable.

Across the district as a whole, we will support **higher sustainability standards** in new developments including solar power, rainwater harvesting and electric vehicle charging points. Otterpool Park presents a unique opportunity to embrace sustainability principles.

We will take advantage where possible of initiatives to retrofit energy efficiency measures in existing homes and commercial properties, and working with partners we will promote these actively.



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We recognise the connection between a quality environment and health and wellbeing (both mental and physical).
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Service ambition 3: A vibrant economy

By 2030

Folkestone & Hythe will have a thriving, distinctive and dynamic economy. It will have capitalised on major investment, will have responded positively to the structural challenges facing high streets, and will enjoy a diverse range of economic opportunities in its towns and rural areas. Building on its excellent connectivity it will attract more, higher-value employment, driving aspiration and demand for skills.



Service ambition 3: A vibrant economy

Overview

Folkestone & Hythe contains unique economic assets. Access to London is faster than from any other point on the Kent coast and this, combined with major investment in Folkestone town centre and seafront (largely from the private sector) and the continuing growth of the town's distinctive leisure, cultural and creative economy, has led to a significant renaissance in recent years. The district also has an important internationally renowned visitor and rural economy and hosts extensive infrastructure linked with Eurotunnel. There is the prospect of major new economic opportunities led by the council beyond the focus of Folkestone town centre as Otterpool Park, Biggins Wood and Mountfield Road employment hub developments come forward.

However, the district faces some challenges. Workforce qualifications and pay are substantially below the national and regional averages, and unemployment generally tracks slightly higher than the national picture. The Covid-19 pandemic has also raised the prospect of a

significant employment crisis: between March and August 2020, the claimant count in Folkestone & Hythe rose by 107% to over 5,000 people (this is equivalent to 7.6% of the workforce, the highest level in the district for 24 years).

The pandemic has also had a major impact on business, especially in the hospitality, travel, leisure and cultural sectors, which are all important to Folkestone & Hythe's economic prosperity. It is likely that for many firms recovery from the pandemic will be protracted, and some sectors may face structural challenges. We will also see wider economic change over the next few years, driven by technology and by policy factors such as the UK's exit from the European Union.

In that context, the council has an important role in promoting confidence and supporting local business as it adapts and recovers from recession and manages change. During the peak of the pandemic, we played a vital role in distributing grant support to business on behalf of central government: we did so quickly and efficiently and built up new partnerships with business in the process. Going forwards, we want to make sure that businesses get the support they need. We are 'open for

business' to firms with the attitude and capacity for growth and we will work proactively with partners to address the long-term skills challenges that can help our communities reach full potential.



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The continuing growth of the town's distinctive leisure, cultural and creative economy, has led to a significant renaissance in recent years.
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Priorities in the next three years

Over the next three years, we will:

Reinvigorate the high streets

Structural changes in retail demand have impacted high streets everywhere: although this has been accelerated by the Covid pandemic, we will reconsider the role of our town centres and build on a more diverse range of assets.

We will investigate **opportunities for diversification**, drawing on experience elsewhere and attracting investment into non-retail uses, such as creative workspace, leisure, housing, cultural and heritage-related activities.

We will seek to **reinvigorate all district town centres**, particularly investing in Folkestone town centre. Here we will build on the high-quality place-led regeneration achieved to date, particularly in the Old Town, and the town's growing strength in leisure and cultural activities and the creative economy. To achieve this we will work with our partners and communities to develop a **Folkestone Place**

Plan which will set out a vision and direction for Folkestone town centre including necessary infrastructure investment required to achieve sustainable change.

We will actively promote and encourage residents to “shop local”, seeking to increase footfall into towns and high streets in order to maximise local spending and support businesses.

Support a vibrant & diverse business community

The pandemic has meant that far more businesses have accessed public sector support than would normally be the case. As the government financial support packages wind down, we will take a **targeted approach to supporting businesses**, focused on:

- Providing a clear ‘front door’ to the district via Folkestone Works, our investment and business advisory website.
- Working to ensure the right level of creative and innovative workspace provision, especially in the light of demand for more flexible working.

- Developing and promoting access to business support programmes and funding sources from government and partner organisations.

- Ensuring that local firms have access to public procurement opportunities and using the council’s ‘procurement pound’ to support local jobs, businesses and supply chains.

- Appropriate support for residents and businesses following our departure from the EU.

- Working with partners including Locate in Kent to attract businesses and investment into the district.

- Delivering a business hub at Mountfield Road, New Romney securing vital new jobs for the district.

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Working with partners including Locate in Kent to attract businesses and investment into the district.
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Help people access jobs & opportunity

In the short term, unemployment is likely to rise substantially. We will seek to add value to government and county-wide schemes to mitigate 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. We will work proactively with, for example, the Department for Work and Pensions (DWP) to consider how access to public support can best be provided, particularly in Folkestone town centre. We will foster ever closer links with employers and continue the Folkestone Community Works programme to support the communities of east Folkestone with targeted employability and skills training.



Grow the skills we need for the future

We will work closely with East Kent College and other agencies to ensure that they are aware of and respond to the skills needed by our businesses in their changing demands and as new opportunities present themselves.

We will work with relevant skills and education partners to support the development of building skills within the district in renewable energy and retrofitting to support our aspirations to tackle climate change.

More directly, we will lead the development of an employment strategy for Otterpool Park, identifying how local people (and local contractors) can be engaged in the construction process while understanding potential longer term employment demand.



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We will support the development of building skills within the district in renewable energy and retrofitting to support our aspirations to tackle climate change.
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Service ambition 4: Quality homes and infrastructure



By 2030

Residents in Folkestone & Hythe will have better access to a wider choice of homes. New development will embrace high standards of sustainability and the district will be delivering planned, high quality housing with the necessary infrastructure to meet identified need, anchored by an ambitious new Garden Town at Otterpool Park.

Service ambition 4: Quality homes and infrastructure

Overview

Folkestone & Hythe is a great place to live, and we want to ensure that there are opportunities for all our residents to find a range of good quality housing in the district. We are committed to providing additional affordable housing: over the next 10 years we will invest in our council housing stock to deliver 1,000 new homes as well as refurbishing existing housing.

We will support this through a new approach to housing management. In 2020 we brought our housing management services back in-house. Over the period of this Corporate Plan we have a new opportunity to design housing services around the needs of our tenants, creating a better service for the people of the district. Linked with leading our community service ambitions set out earlier, we are also committed to enhancing support for homeless people with housing forming a key part of our support for health and wellbeing, and we will launch a new Homelessness Prevention Strategy shortly.

Over the period of the Local Plan to 2036/37, over 700 new homes per year

are required to meet identified need. To accommodate future growth over the longer term up to 10,000 homes will be accommodated at Otterpool Park, a new garden town on the site of the former Folkestone Racecourse. Otterpool Park is an exciting and very significant opportunity for the district which will contribute to many of the other objectives set out in this plan. It will generate new job opportunities and it will offer high-quality, sustainable development in a new town with extensive accessible green space, complementary to that available elsewhere in the district. Otterpool Park will be developed with key infrastructure commissioned and in place during early phases of development.

We have a clear picture of what we want Otterpool Park to deliver

Sustainable development is about maximising the environmental, social and economic benefits that development can bring, enhancing the environment, building strong communities and providing jobs; not trading one benefit against another but building in a way that delivers gains across all three and enables us to invest in communities across the district.



Priorities in the next three years

Over the next three years, we will:



Improve outcomes & support for homeless people

As well as ensuring a supply of good quality **sustainable homes**, we will invest in additional support for those who are homeless or vulnerable to homelessness. We will deliver our new Homelessness Prevention Strategy, focused on our priorities of ending rough sleeping, ensuring that we provide early intervention and support, and maximising access to affordable and suitable accommodation.



Deliver sustainable, affordable housing

We will seek to deliver a range of high-quality and **new affordable housing**, using Housing Revenue Account resources to support new build and the acquisition of empty homes, and we will reinvest in our existing stock using local suppliers wherever possible.



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Deliver a safe, accountable housing service

We will deliver a housing service where tenants will be at the heart of everything that we do. Health and safety and full transparency will be at the core of the housing service enabling our residents to feel safe in their homes and communities. Our teams will work across designated neighbourhoods with a ‘tell us once’ approach and we will get things right at the first time of asking.



Deliver a sustainable new development at Otterpool Park

Otterpool Park is a key priority over the period of this plan. Through the planning process and our ownership of the site, we will ensure the necessary infrastructure is provided to support a range of high-quality, well-designed housing that is attractive to homeowners and efficient to run. These will be delivered in a beautiful garden setting on an infrastructure first approach to address the council’s ambition set out in the Otterpool Park Charter.



Digital inclusion & connectivity

To support economic growth, sustainability and resilient communities, we will actively support **digital inclusion** working closely with partners to address this priority. We will also drive the deployment of high-speed digital connectivity by working closely with partners and government to facilitate the commercial rollout of full-fibre and 5G infrastructure. Where possible we will 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.

“ We will actively support digital inclusion working closely with partners to address this. ”





Guiding principles

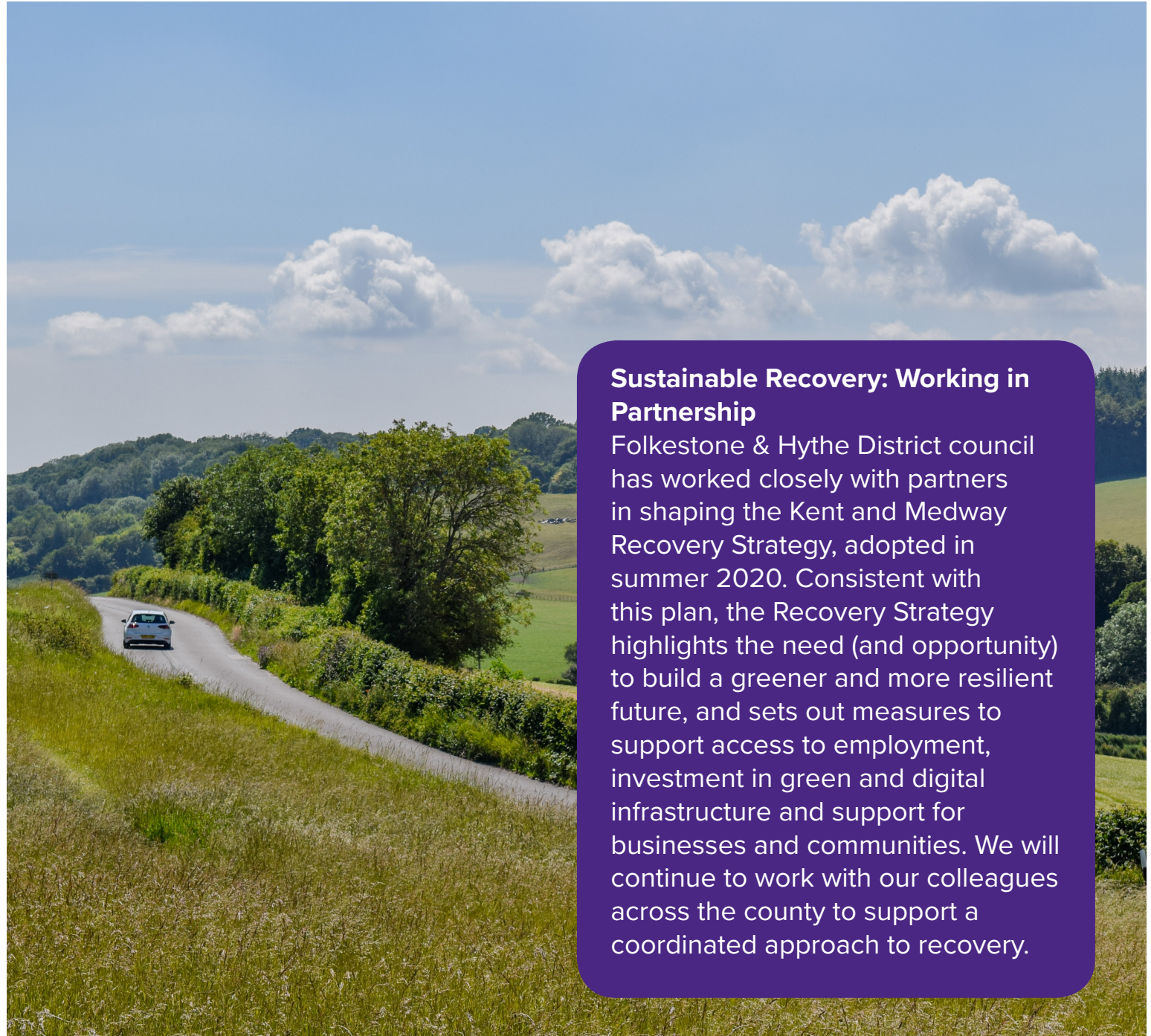
Guiding principles

At the heart of everything we do, we want to build sustainable, resilient and prosperous communities. To achieve this, the six guiding principles will run through all our activities.

Sustainable Recovery

The current health crisis provides the context for this plan – and ensuring a strong recovery will be a key priority over the next few years. Our services have had to adapt significantly, and we expect to flex further over the coming months as public health restrictions remain critical.

As we emerge from the health emergency, we will continue to support businesses and communities in adapting to a ‘new normal’, recognising that some working practices and patterns of activity may have changed permanently bringing opportunities as well as challenges. We will ensure that our recovery is both distinctive and sustainable. Throughout the service ambitions we have sought to identify where our focus will be in each area over the course of the coming three years, these priorities are directly related to the sustainable recovery of the district.



Sustainable Recovery: Working in Partnership

Folkestone & Hythe District council has worked closely with partners in shaping the Kent and Medway Recovery Strategy, adopted in summer 2020. Consistent with this plan, the Recovery Strategy highlights the need (and opportunity) to build a greener and more resilient future, and sets out measures to support access to employment, investment in green and digital infrastructure and support for businesses and communities. We will continue to work with our colleagues across the county to support a coordinated approach to recovery.

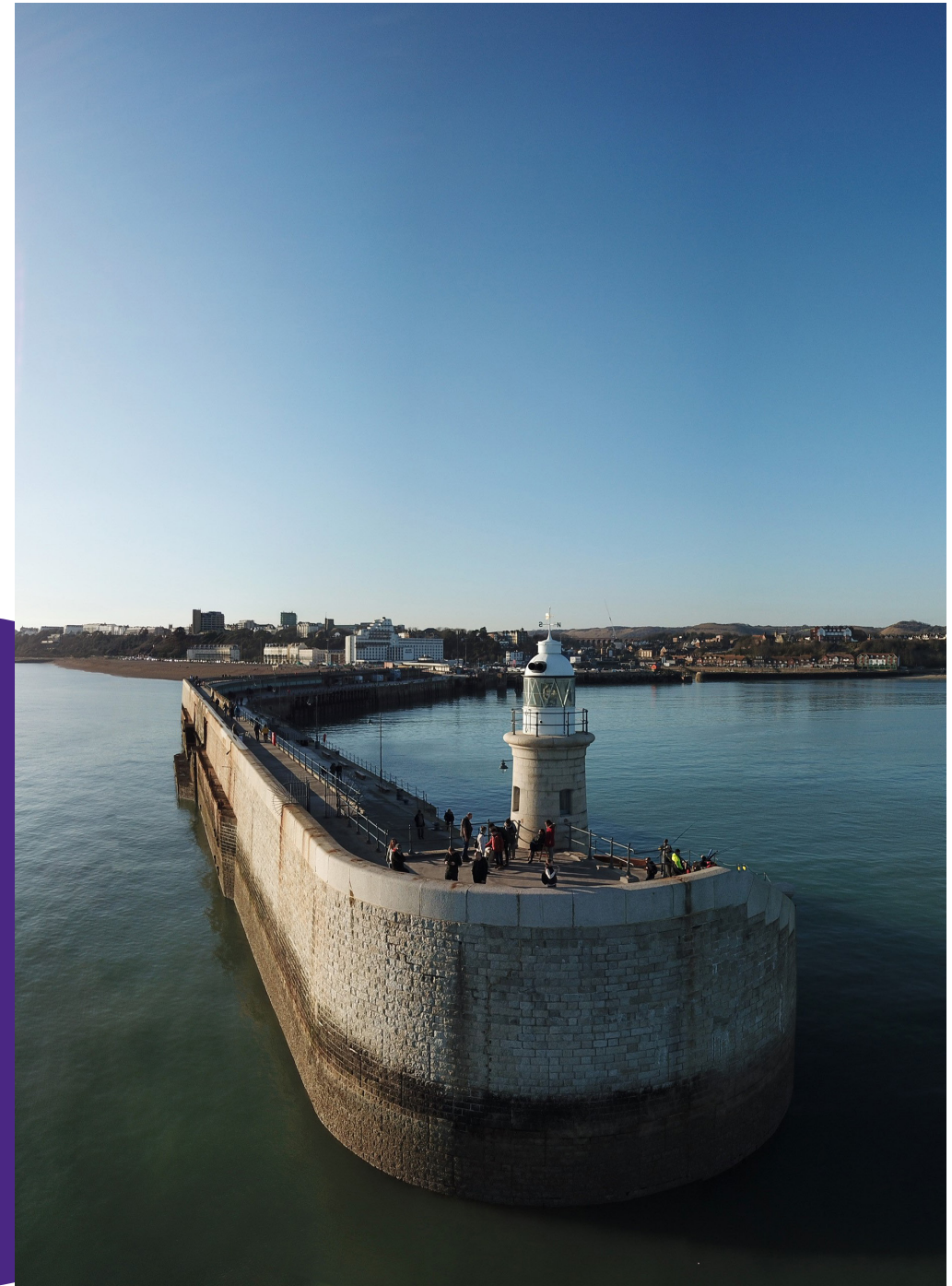
Locally distinctive

Folkestone & Hythe is already both distinctive and diverse, and this plan seeks to build on the inherently very special nature of the district, protecting it and working with our key partners to enhance it. Our district includes the best-connected town on the Kent coast, as well as some of the county's most remote and special rural communities, and we enjoy protected countryside and coastline alongside the district's strong arts, cultural and economic assets.

We are proud of our unique towns, distinctive villages and breath-taking countryside and the diverse communities that they support. We will reflect our unique 'sense of place' and respond intelligently to changing local needs in the services we provide and the policies we adopt. We will use our community place-making role to ensure we safeguard the unique heritage of our district. We will work positively with local suppliers and support our local businesses wherever possible to do so. We will harness what is unique to each area and develop plans to further enhance these opportunities such as, for example, eco-tourism across the Romney Marsh.

Our district has a very rich arts, creative and cultural sector which is key to the distinctive nature of the area. We will continue to work proactively with our key creative and cultural stakeholders and valued investors, such as Creative Folkestone, facilitating, influencing and partnering where we can make a positive contribution in creating a truly exceptional district. Many of these partners are at the forefront of leading internationally renowned activities and are a central element of our distinctive place-making, driving much of our leisure and arts based regeneration activities.

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We are proud of our unique towns, distinctive villages and breathtaking countryside and the diverse communities that they support.
”



Greener Folkestone & Hythe

Our long-term resilience will depend on our ability to encourage and create a more sustainable district, consuming fewer natural resources. We will embrace becoming a 'green exemplar council, embedding measures to reduce our carbon footprint, enabling active travel and enhancing the natural environment. We will also look to identify more sustainable options as we make new policy and service choices recognising that the actions we take in the next three years will have a long-term impact. We are already investigating a potential relocation of the council from the existing Civic Centre to reduce our carbon footprint, and we will explore this, and other ambitious options, further.

Where there are cost challenges associated with securing more sustainable options, we will work with partners to secure external funding. We will balance the sustainable aspirations of the council with ensuring our financial resilience is maintained.



“ We will seek to become a green exemplar council... recognising that the actions we take in the next three years will all have an impact on our longer-term goal.

”

Transparent, stable, accountable & accessible

In order to deliver our services, the council needs to be financially sustainable. To make sure we deliver the right services, we will be accountable to our citizens – and that accountability comes from clear, straightforward access to relevant information.



Priorities in the next three years

Over the next three years, we will:



Maintain our financial stability

We are a stable, prudent and well-managed council. We recognise the financial pressures that residents and businesses face, and we will deliver **value for money** within reasonable council tax levels.

To maintain this, we will explore the potential of **generating income** from other sources, where this will also help to deliver our wider service ambitions. This will include maintaining a programme of development sites, such as Otterpool Park, that will bring income to the council and support housing supply, and we will also explore the potential for other investments where they will support council activities and wider regeneration objectives.



Communicate effectively with our communities

The ways in which people communicate, both to access services and to give their views, are changing. We will respond to these changes, communicating with citizens in the way that works best for them.

We will expand the use of our new multi-media contact centre to respond to webchat and social media enquiries and we will **increase the range of digital communications options**.

We will engage with service users and residents in a variety of ways, making it easier for people to have their say on the council's services.



We will provide **clear, transparent feedback** to residents following consultations so they can understand how their voices have influenced our direction.

We will encourage ward councillors to give us feedback from residents who engage with their local representative. We will **improve direction** to services for traditionally under-informed groups and we will make sure information is in plain English.

New technology will help to explain our plans better (for example, through clearer visualisation of development plans). We will also make sure that traditional routes for engagement remain available.



Transform service delivery & improving customer access

We have invested in new ways for residents and businesses to access council services, for example through the introduction of the **MyAccount** service. We will continue making services increasingly digitally accessible and responsive – and reduce our carbon footprint while improving the customer experience.

We will seek to **engage with customers** when we make service improvements to ensure our services are accessible in a way that meets their needs.



Drive a high-performance, accountable culture

Linked with our plans for continuous improvement, we will retain and build a **highly skilled, engaged, responsive and diverse workforce**, supporting efficiency, flexibility and clear, transparent decision-making.

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Working effectively with partners

The council has responsibility for delivering a broad range of services. However, it cannot achieve the best outcomes for the district working in isolation. The district is fortunate to have many highly-engaged partners and a fundamental element of this Corporate Plan is to engage effectively with partners to understand and embrace the vital role they play, and to work collectively and collaboratively to ensure the best outcomes for our residents.

In developing our plans we will map key stakeholders and ensure we continue to engage appropriately with them. We will work with specific partners to address key issues facing the district, such as with Magnox for the decommissioning of Dungeness A power station, to ensure relevant support is secured and appropriately targeted to the benefit of our residents.

We will seek to positively influence where we do not have direct control in decision-making including on key matters such as education, digital infrastructure, policing, health care and the arts. Where effective partnerships already exist, such as the Community Safety Partnership, the

Romney Marsh Partnership and the Folkestone & Hythe Business Advisory Board, we will continue to build on these links and apply lessons learnt to other partnership arrangements.

Continuous improvement

The combination of financial pressures, challenging external conditions and rising service demands will mean that we need to be innovative and creative in developing new partnerships and finding new ways to deliver services. We will continually improve our services, seeking feedback from service users and delivery partners, and will embed a culture of continuous improvement throughout the council's management systems.



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Making it happen

Making it happen

This plan sets out our direction and our key service priorities for the next three years, in the context of a nine-year long-term vision, and taking into account the imperative of supporting our communities and businesses through recovery from the Covid-19 pandemic and its aftermath.

Some of the actions we have set out are relatively easy to measure: for example, we can easily count the proportion of waste that is recycled, or the number of new homes that are built. But others are harder to quantify, especially when the ultimate benefits (such as improved mental or physical health) are consequences of actions, rather than the immediate outputs.

Following approval of the plan, we will identify specific actions as well as baselines for the activities that we want to measure and we will identify where we want to get to by the time this plan is comprehensively reviewed in 2024 and (indicatively) by 2030. In doing this, we want to ensure that our aims are realistic as well as ambitious. We want to ensure that we are measuring the outcomes that are the most important to our citizens,

not just the metrics that we can easily count, and that we recognise that not all change will be visible over the short term.

We will also review the plan annually and we will report on progress to the council. Finally we note that in the current circumstances some priorities may be subject to change, and it will be important to remain flexible while remaining focused on our long-term ambitions in **Creating Tomorrow Together**.

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We want to ensure that we are measuring the outcomes that are the most important to our citizens and not just the metrics that we can easily count.
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CREATING TOMORROW TOGETHER

Corporate Plan
2021-30

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

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