



OTTERPOOL PARK

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DOCUMENTS SUBMITTED IN SUPPORT
OP5 APPENDIX 4.10 – **COMMUNITY DEVELOPMENT
AND FACILITIES STRATEGY**

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March 2022



OTTERPOOL PARK

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APPLICATION CONTENTS

Application Administration

OP1	Covering Letter
OP2	Planning Fee
OP3	Outline Planning Application Form, including relevant certificates & CIL Form.

Environmental Statement

OP4	Non-technical Summary
OP5	Environmental Statement which assesses the impact of the proposed development on the following topics:

Chapter 1	Introduction
Chapter 2	EIA Approach and Methodology
Chapter 3	Development and Consideration of Alternatives
Chapter 4	The Site and Proposed Development
Chapter 5	Agriculture and Soils
Chapter 6	Air Quality
Chapter 7	Ecology and Biodiversity
Chapter 8	Climate Change
Chapter 9	Cultural Heritage
Chapter 10	Geology, Hydrology and Land Quality
Chapter 11	Human Health
Chapter 12	Landscape and Visual Impact
Chapter 13	Noise and Vibration
Chapter 14	Socioeconomic effects and community
Chapter 15	Surface water resources and flood risk
Chapter 16	Transport
Chapter 17	Waste and resource management

Please refer to ES Contents page which provides a full list of ES Appendices

Documents submitted for approval

OP5 Appendix 4.1	Development Specification
OP5 Appendix 4.2	Site Boundary and Parameter Plans
OP5 Appendix 2.8	Alternative Parameter Plans (with permitted waste facility in situ)
OP5 Appendix 4.3	Strategic Design Principles

Documents submitted in support

OP5 Appendix 2.6	Commitments Register
OP5 Appendix 2.7	Infrastructure Assessment (regarding the permitted waste facility)
OP5 Appendix 4.4	Illustrative accommodation schedule
OP5 Appendix 4.5	Illustrative plans

OP5 Appendix 4.6	Indicative phasing plan
OP5 Appendix 4.8	Utilities Strategy
OP5 Appendix 4.9	Energy Strategy
OP5 Appendix 4.10	Community Development and Facilities Strategy
OP5 Appendix 4.11	Green Infrastructure Strategy
OP5 Appendix 4.12	Heritage Strategy
OP5 Appendix 4.13	Governance and Stewardship Strategy
OP5 Appendix 4.14	Housing Strategy (including affordable housing strategy)
OP5 Appendix 4.15	Overarching Delivery Management Strategy
OP5 Appendix 4.16	Design and Access Statement
OP5 Appendix 9.25	Conservation Management Plan
OP5 Appendix 9.26	Schedule Monument Consent Decision
OP5 Appendix 11.1	Health Impact Assessment
OP5 Appendix 11.2	Retail Impact Assessment
OP5 Appendix 12.5	Kentish Vernacular Study and Colour Studies
OP5 Appendix 14.1	Economic Strategy
OP5 Appendix 15.1	Flood Risk Assessment and Surface Water Drainage Strategy
OP5 Appendix 15.2	Water Cycle Study
OP5 Appendix 16.4	Transport Assessment
OP5 Appendix 16.5	Transport Strategy
OP5 Appendix 16.6	Framework Travel Plan
OP5 Appendix 17.2	Minerals Assessment
OP5 Appendix 17.3	Outline site waste management plan

OP6	Guide to the Planning Application
OP7	Spatial Vision
OP8	Planning and Delivery Statement
OP9	Sustainability Statement
OP10	Monitoring and Evaluation Framework document
OP11	Mobility Vision Report
OP12	User-centric travel document
OP13	Access and Movement Mode Share Targets
OP14	Cultural and Creative Strategy
OP15	Statement of Community Involvement
OP16	Supplemental Statement of Community Involvement



Quod

Otterpool Park

Tier 1 Community
Development and
Facilities Strategy

Final

MARCH 2022

Q090224

Contents

1	Executive Summary	1
2	Introduction	7
3	Development Principles	9
4	Education	11
5	Healthcare	31
6	Community Uses	39
7	Community Development	42
8	Conclusion	45
	Figure 4.1: Childcare facilities	12
	Figure 4.2: Primary schools	14
	Figure 4.3: Secondary schools	16
	Figure 5.1: Primary healthcare	32
	Figure 6.1: Community facilities	40
	Table 4.1: Early Years facilities	12
	Table 4.2: Primary School Capacity	14
	Table 4.3: Secondary School Capacity	17
	Table 4.4: School Yields for 8,500 unit scheme (not including older person's housing)	21
	Table 4.5: School Yields for 10,000 unit scheme (not including older person's housing)	21
	Table 4.6: Summary School Requirements and delivery options	25
	Table 4.7: Proposed school size by phase	25

1 Executive Summary

Overview of Community Development and Facilities Strategy

- 1.1 Folkstone & Hythe District Council (FHDC) has published a Charter for Otterpool Park. This set out its aspirations for the new settlement: “a garden town for the future¹.” The introductory sections set out the broad vision for Otterpool Park:

“It will be a community built on sustainability with a wide range of mixed tenure homes and jobs for all age groups that are within easy walking, cycling and commuting distance.”

“Community involvement and participation in the planning of Otterpool Park has been encouraged from the outset. Land value will be captured so as to provide long term funding for the stewardship of community assets.”

- 1.2 The Development Charter establishes 17 Development Principles that aim to achieve economic, social and environmental sustainability within the Garden Town. This includes the principle to: “Create local neighbourhood centres within walkable distances” and to “establish a suitable legal entity for long term management by [...] establishing a community development programme should allow for changing governance arrangements as the community evolves and grows”.
- 1.3 This Strategy presents an overview of the commitments made by Otterpool Park LLP (“the LLP”) as part of Outline Planning Application, which is Tier 1 of the agreed planning process for Otterpool Park. It is the first step in establishing the need for, scale, type and phasing of the key community facilities and the core commitments and principles that will underpin the Community Development Strategy, aimed at realising the that vision the LLP has for the community, both for physical provision (in terms of buildings and spaces or “facilities”) and non-physical provision (in terms of management, governance, relationship and partnership or “community development”). This strategy should be read in conjunction with the Governance Strategy which sets out more detail on that element.
- 1.4 Each principle of the Development Charter is underpinned by a list of commitments. Those that are most relevant to this Strategy are:
1. A state-of-the-art medical centre that provides a ‘one-stop shop’ for outpatients including a cluster of GPs, a wide range of diagnostic services and primary care treatment shall be provided as early as practical in the development programme to meet the needs of the growing town and minimise the requirement for secondary care treatment at local hospitals. The medical centre should be located on an accessible site close to other community services.

¹ Folkestone & Hyde District Council, November 2017. A Charter for Otterpool Park.

² Best practice in primary care provision continues to evolve. The most recent feedback from the local Clinical Commissioning Group suggests the following revision, which the LLP agrees is appropriate: “primary care medical (general practice) services and a range of community based health services”.

2. Otterpool Park should aim to be self-sufficient in terms of providing its own schools, health centres, community facilities and integrated transport systems and community facilities.
3. Early phases of development should be planned in a way that will not disadvantage early residents or place pressure on existing local facilities and infrastructure but is viable and deliverable.
4. Key infrastructure, such as a new primary school should be provided in phase one of the new settlement to support investment and community development³.
5. Existing nearby communities of Lympne, Barrow Hill, Sellindge, Westenhanger, Saltwood, Stanford and Postling shall have appropriate access to and benefit from the new community facilities provided.
6. A section 106 legal agreement will be negotiated with the developer as an integral part of a planning permission that ensures investment arising from economies of scale is made at appropriate stages of the building of the new town for investment in key infrastructure.
7. The uplift in land value that would be created by a grant of planning permission for Otterpool Park shall be captured to create early investment in key infrastructure; investment in sustainable development; and spaces and facilities designed with long term management and maintenance in mind.
8. A strategy for long term stewardship should include, as a central element, the creation of a Community Trust overseen by trustees and/or a new elected body.
9. A community development programme should allow for changing governance arrangements as the community evolves and grows, and consider potential for the future creation of a Town Council.

1.5 This Strategy sets out the framework for how these principles will be achieved.

1.6 More detail will be added to this strategy at each further stage of the planning process, as more is known about the detail of the development, as engagement with stakeholders informs options for implementation and, for later phases, as new residents have an increasing role in shaping their own community.

³ All stakeholders agree that early delivery of the primary school is a positive objective and is a shared aim, however school commissioning and school funding is subject to legal and funding agreements between the Department for Education and the Academy Trust and is therefore subject to a needs assessment which may show that a school is not required this early in the development, and that school place needs can be met in existing schools for a period of time. KCC, the LLP and FHDC can support and influence this process but the ultimate decision on the school opening date will lie with the DfE.

Tier	Level of detail (examples, not exhaustive)
<p>Tier 1 - the outline planning application.</p> <p>Tier 2 - detailed masterplan and design code for each phase - Tier 2 detail will establish the framework for the development of a phase.</p> <p>Tier 2 provides a greater level of detail than at Tier 1 level but must accord with the details approved in Tier 1.</p> <p>Once approved, the Tier 2 detailed masterplan governs the form and content of reserved matters applications within a phase (Tier 3).</p>	<p>Community Development and Facilities Strategy sets out baseline position; principles for delivery; commitments and principles for community development; need for facilities, by type; site wide maximum/minimum floorspace requirements and parameters; reference to phasing/triggers where required or available; feedback/approach to engaging relevant stakeholders; high level approach to delivery/management.</p> <p>Section 106 and conditions to make binding commitments where required.</p> <p>Location and scale of community facilities; by phase; agreed triggers; options appraisal for delivery/management.</p> <p>Topographical survey and high-level drainage and landscape surveys (especially for schools).</p> <p>Access strategy.</p> <p>Implementation strategy for Community Development, including appointment of Community Development Officer and integration (where appropriate) with the Governance Body.</p>
<p>Tier 3 - reserved matters applications – these will seek approval for the matters reserved at Tier 1.</p>	<p>Detailed design; identification of operators/management structures.</p> <p>Where required constraints surveys, for example: contamination, archaeology investigations, trial trenching,</p> <p>Detailed landscape and drainage strategies.</p> <p>Implementation of community development strategy, draw down of relevant funds and mobilisation of community/stakeholders to, for example, take up space and put the strategy in motion.</p>

Summary of Key Benefits of Otterpool Park Community Development and Facilities Strategy

- 1.7 Otterpool Park is intended to be self-sufficient in all neighbourhood community facilities, so that health services, schools and community resources are all within walking distance or a local bus ride. But the LLP knows that building a community, where people feel at home, feel supported and where they enjoy living and want to stay, is about more than physical infrastructure. Especially in the earliest years of the development, pioneer residents will benefit from support to get to know each other and their new home. As such the LLP commits to implementing a community development strategy (alongside this facilities strategy and the Governance and Stewardship Strategy) which will empower residents to get involved in shaping Otterpool Park and make the most of the opportunities to improve their health, wellbeing and skills.

Community Development

- 1.8 The LLP is committed to actively supporting the future community of Otterpool Park, through a funded Community Development Manager (and other supporting staff if required) with a remit to engage with and invest in community activities and help to tackle challenges arising during build out, including potential construction impacts on new and existing residents. This will be most important in the earliest phases, while residents get to know each other and before there are enough people to create the critical mass to spontaneously generate sports and social groups. The job description for the Community Development Manager (and any supporting staff agreed to be necessary in line with the Section 106 commitments) will be drawn up in partnership with FHDC and the Governance Structure and as part of a programme of workshops and engagement with key stakeholders, but is likely to include the following remit:
- Organise events to facilitate community relationships.
 - Raise awareness of events, services and facilities.
 - Have an active role in engaging with strategy and monitoring groups especially concerning the phasing of new facilities e.g. the Education Monitoring Group and Transport Monitoring Group.
 - Have input into the design and management arrangements of early/ temporary community facilities.
 - Liaise with and share information between key stakeholders (school operators, GPs, leisure and sports operators, social care services, the LLP and the Governance Structure, for example) to identify resident needs, community issues and opportunities; foster lasting partnerships with these stakeholders to provide a sustainable, joined up service delivery strategy for the Garden Town.
 - Co-ordinate resident suggestions and feedback on community matters (including relating to construction impact management) and direct these to the appropriate body.
 - Work with the Governance Structure to identify ways to maximise positive engagement; seek opportunities to widen participation of under-represented people.
 - Influence decisions on investing funds available through the Section 106 and the Governance Structure (As set out in the Governance Strategy). It is assumed that the Governance vehicle will have some community development staffing funds and apply for

revenue and grants to run community projects (and/or support community groups to do so).

- Foster good relationships between new and existing residents (in neighbouring villages) by facilitating discussions, promoting shared use of services and tackling complaints/issues.

1.9 The LLP has already appointed a part time community services and events manager who is building relationships with the existing communities and organising events that can grow and develop a legacy over time.

Physical Infrastructure

1.10 Primary schools are the cornerstone of a new community and can provide a space for new residents with and without children to meet and benefit halls and sports facilities. Otterpool Park LLP therefore intends to support the opening of a primary school as soon as it is possible to do so, which is expected to be in the first few years of development⁴. Over time, there could be up to seven primary schools, depending on need. Every primary school will have integrated nursery facilities, and additional space for nursery/early years provision will be provided throughout the development.

1.11 There will be at least one secondary school on-site, potentially two, if required to meet the needs of Otterpool Park residents. The first secondary school will open as soon as it is possible to do so, in line with Department for Education (Education and Skills Funding Agency) funding allocations. Before that time, secondary school places will be made available off-site.

1.12 A school for children with Special Educational Needs or Disabilities will be provided on-site, either co-located with a primary or secondary school, or standalone.

1.13 The LLP wishes to promote active travel and reduce the use of cars and a key part of this will be providing local schools that children can walk or take a local bus to. Sustainable transport options will be taken into account in the decisions about timing of new schools.

1.14 A large amount of flexible floorspace has been allowed for health and community services. This is expected to meet the essential requirements of the NHS and the county and district councils to provide essential services such as primary healthcare and youth services, but also provide a significant amount of flexibility for other types of community use, to be decided at Tiers 2 and 3 of the planning process, when future operators and, later, the new community can be engaged on what the best use of this floorspace will be. The Section 106 will agree maximum amounts of financial contributions to be paid by the LLP to ensure the viability and deliverability of the scheme, but public, private and community bodies will also be engaged in the delivery of services and facilities and there is a large amount of flexibility on what they could bring forward. Health services for new residents will be provided as early as practical in the development, working in partnership with the NHS commissioners and potentially local surgeries to expand services as needed.

⁴ Subject to DfE funding agreement.

Key issues raised through engagement and consultation and how they have been addressed

- 1.15 The LLP has actively engaged with Kent County Council (KCC) and Folkestone and Hythe District Council (FHDC) on the future amount and type of community facilities that need to be delivered at Otterpool Park, based on their local experience. On education in particular, Quod has held regular meetings and workshops with KCC to plan for and agree the school provision.
- 1.16 The broad approach to the amount and type of facilities, as presented in this strategy, has been discussed and agreed in principle between the relevant planning, education and community services officers at KCC and FHDC. Further detail will be worked through as part of the process of signing the Section 106 agreement, if Outline Planning Permission is Granted, and the later Tiers of the planning process. The most significant change made in response to stakeholder feedback has been the addition of two safeguarded school sites, which could be used to deliver a primary school, secondary school or special school or a mixture of provision, if required in the later phases of development to meet the education needs of Otterpool Park residents.

2 Introduction

- 2.1 Otterpool Park Garden Town will deliver up to 10,000 homes in a new settlement in Folkestone and Hythe District (F&HD) in Kent. This document supports a planning application for the first 8,500 of these homes, which will be delivered as Garden Town alongside new community and commercial uses and new road and utilities infrastructure, however as 10,000 homes are intended in the long term, strategic infrastructure requirements for both scenarios have been considered.
- 2.2 The application (as previously submitted and as amended) for 8,500 homes is an Outline Planning Application. This means that the exact detail of the design and the precise location of community facilities such as school and healthcare facilities will not be determined at this stage. Instead, the Application includes:
- Parameter plans, which will show where development and open space can be located. These plans will also show vegetation for retention and major access and transport routes.
 - A Development Specification, which will set out the floorspace that can be delivered at Otterpool Park by use class, including use classes E and F floorspace which will be used for schools, community facilities and healthcare.
 - Strategic Design Principles to control the future design of Otterpool Park.
 - Heads of Terms for a Section 106 Agreement which will set out the terms under which community facilities, or land for these facilities, will be funded, managed, leased and/or transferred to the future operators.
- 2.3 These components will provide a planning and a legal framework for how the needs of the community will be met in terms of healthcare, education and community space.
- 2.4 This Community Development and Facilities Strategy pulls together the principles established in each of these components to present the coherent approach to the delivery of community facilities for Otterpool Park. This Strategy demonstrates the process that has been undertaken to decide on the amount and type of provision that is required. It then sets out how the planning process – through the Outline Application process and then on to detailed design and Reserved Matters – will secure delivery and long-term management of these facilities.
- 2.5 This Strategy has three core topics:
- Education: Nursery, Primary, Secondary and Tertiary education and SEN provision;
 - Healthcare: GP surgeries, pharmacies, dentists and hospital and specialist care;
 - Other physical infrastructure: flexible floorspace (and floorspace where uses are to be defined at Tier 2 and Tier 3), community halls and places of worship; and,
 - Community Development.
- 2.6 These each have three sections:

- Baseline situation;
- Identified need; and
- Proposed approach.

2.7 Other community facilities such as open space and playspace are dealt with elsewhere in the application documents such as the Design and Access Statement and the Green Infrastructure Strategy.

3 Development Principles

- 3.1 FHDC has published a Charter for Otterpool Park. This set out its aspirations for the new settlement: “a garden town for the future⁵.” The introductory sections set out the broad vision for Otterpool Park:

“It will be a community built on sustainability with a wide range of mixed tenure homes and jobs for all age groups that are within easy walking, cycling and commuting distance.”

“Community involvement and participation in the planning of Otterpool Park has been encouraged from the outset. Land value will be captured so as to provide long term funding for the stewardship of community assets.”

- 3.2 The Development Charter establishes 17 Development Principles that aim to achieve economic, social and environmental sustainability within the Garden Town. Those Development Principles that are most relevant to the delivery of community facilities and community development are:

- Create local neighbourhood centres within walkable distances
- Create an attractive town centre as the heart of the settlement
- Establish a suitable legal entity for long term management.
- Promote healthy and sustainable environments.

- 3.3 Each principle is underpinned by a list of commitments. Those that are most relevant to this Strategy are:

1. A state-of-the-art medical centre that provides a ‘one-stop shop’ for outpatients including a cluster of GPs, a wide range of diagnostic services and primary care treatment, shall be provided as early as practical in the development programme to meet the needs of the growing town and minimise the requirement for secondary care treatment at local hospitals. The medical centre should be located on an accessible site close to other community services.
2. Otterpool Park should aim to be self-sufficient in terms of providing its own schools, health centres, community facilities and integrated transport systems and community facilities.
3. Early phases of development should be planned in a way that will not disadvantage early residents or place pressure on existing local facilities and infrastructure, but is viable and deliverable.

⁵ Folkestone & Hyde District Council, November 2017. A Charter for Otterpool Park.

4. Key infrastructure, such as a new primary school and possibly a new secondary school, should be provided in phase one of the new settlement to support investment and community development. Where it is appropriate or necessary for services to be shared with other local communities this shall be decided after detailed local consultation and made clear as part of the planning process.
5. Existing nearby communities of Lympne, Barrow Hill, Sellindge, Westenhanger, Saltwood, Stanford and Postling shall have appropriate access to and benefit from the new community facilities provided.
6. A section 106 legal agreement will be negotiated with the developer as an integral part of a planning permission that ensures investment arising from economies of scale is made at appropriate stages of the building of the new town for investment in key infrastructure.
7. The uplift in land value that would be created by a grant of planning permission for Otterpool Park shall be captured to create:
 - Early investment in key infrastructure.
 - A sustainable strategy for the long-term stewardship of the town.
 - Investment in local assets that can provide a sustainable funding stream for the community facilities and those areas of the public realm that will be managed, in the future, by the public and voluntary sectors.
 - An investment in sustainable development.
 - Spaces and facilities designed with long term management and maintenance in mind.
8. A strategy for long term stewardship should include, as a central element, the creation of a Community Trust overseen by trustees and/or a new elected body.
9. A community development programme should allow for changing governance arrangements as the community evolves and grows, and consider potential for the future creation of a Town Council.

4 Education

Existing Baseline

- 4.1 This section examines existing education provision and capacity near to the Otterpool Park Outline Planning Application Area. It details school capacity and numbers of pupils in primary and secondary schools in order to establish what spare capacity is available, based on Kent County Council (KCC) published admissions numbers (PANs) and Annual Schools Census (2020)⁶ data, and sets out what education infrastructure is planned. Early years provision is assessed on a qualitative basis based on Ofsted's register of childcare providers (2020)⁷.
- 4.2 For primary schools and early years, all schools and childcare providers within five kilometres of the boundaries of the Masterplan Area will be considered. This is considered a reasonable travel distance to a childcare facility or primary school in a rural area (although the delivery of more local primary schools will be desirable as part of the proposed development).
- 4.3 At secondary level (and sixth form and further education), students are willing and able to travel further – and may do so in order to attend a school with a particular specialism. Therefore, this section will consider all schools within Folkestone and Hythe District (FHDC) as well as within Ashford Borough Council (ABC) given the site's proximity to the District boundary.
- 4.4 SEN schools are also considered within both FHDC and ABC.

Early Years

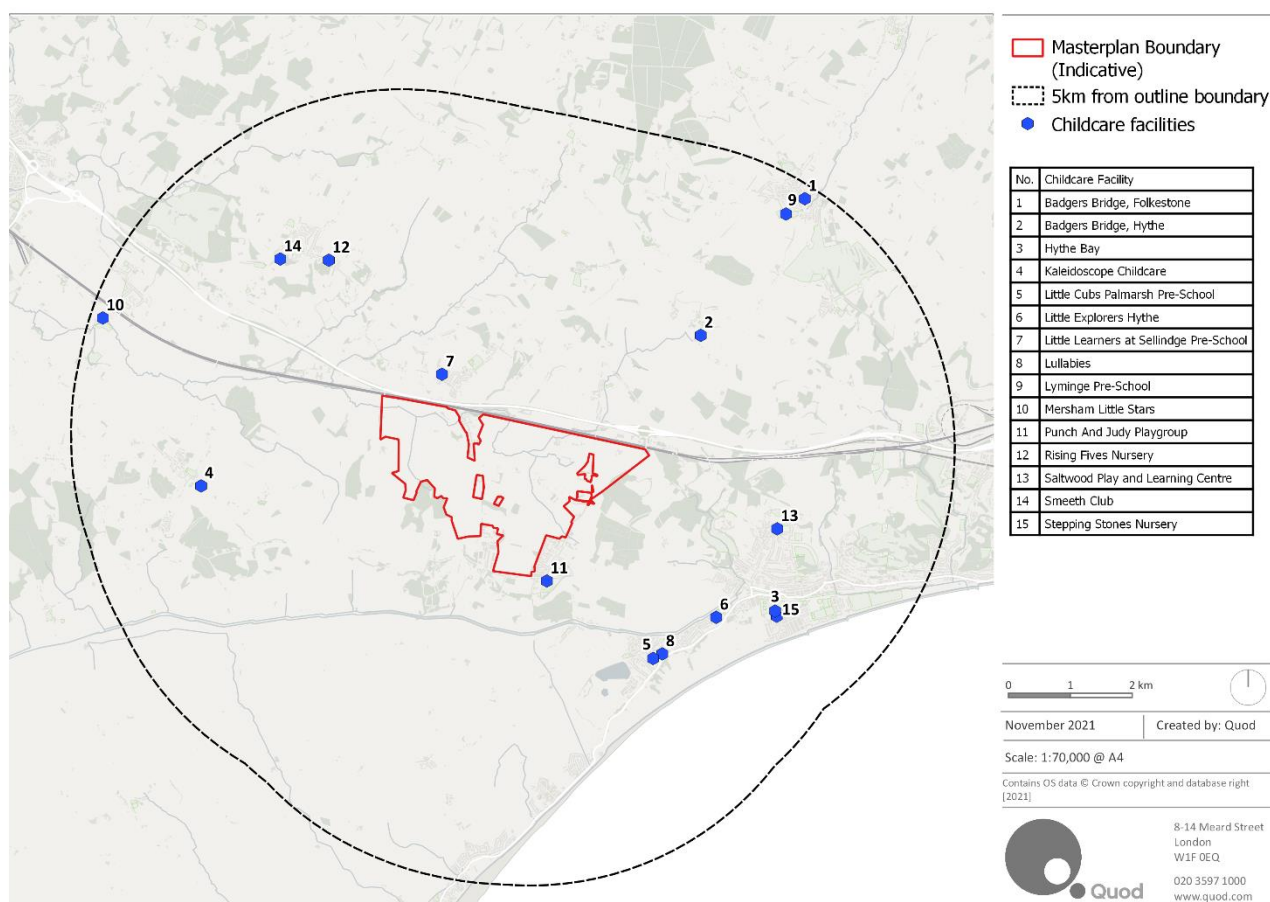
- 4.5 Based on the Ofsted data, there are currently 15 childcare providers on non-domestic premises (this does not include all childcare providers, such as childminders or other provision on domestic premises) within five km of the Masterplan Area. Their locations are shown in Figure 4.1⁸.
- 4.6 The nearest childcare providers to the Masterplan Area are Little Learners Pre-School in Sellindge and Punch and Judy Play Group in Lympne.

⁶ Department for Education (2020) Schools, Pupils and their Characteristics. (Annual School Census Data, 2020).

⁷ Ofsted, 2020. Childcare Providers and Inspections, March 2020.

⁸ The red line boundary in the figures included in this report refers to an indicative Site area.

Figure 4.1: Childcare facilities



4.7 The local childcare providers vary in type and size; some operate on public sites adjacent to schools while some operate in community halls. Ofsted data indicate that they currently accommodate 385 children, although it is not possible to estimate the total capacity due to limited publicly available data, children enrolled on a part time basis⁹ and the sector being predominantly made up of private sector providers.

4.8 Details on the local providers are set out in Table 4.1.

Table 4.1. Early Years facilities

Map ref	Name	Location	Number of places
1	Badgers Bridge, Folkestone	Lyminge COFe Primary School	10
2	Badgers Bridge, Hythe		24
3	Hythe Bay	Hythe Bay Childrens' Centre	20
4	Kaleidoscope Childcare		12

⁹ Not all children under age 4 is expected to need a place in an early years setting and most children who do will take a part time place (part of the week or part of each day) which means one physical place in an early years setting can provide a part time place for more than one child.

Map ref	Name	Location	Number of places
5	Little Cubs Palmarsh Pre-School	Palmarsh Primary School	30
6	Little Explorers Hythe		65
7	Little Learners at Sellindge Pre-school		26
8	Lullabies	Palmarsh Primary School	19
9	Lyminge Pre-School	Lyminge Village Hall	36
10	Mersham Little Stars	Mountbatten Hall	26
11	Punch And Judy Playgroup	Lympne Village Hall	26
12	Rising Fives Nursery		20
13	Saltwood Play and Learning Centre	Saltwood CofE Primary School	25
14	Smeeth Play Club	Smeeth Community Primary School	24
15	Stepping Stones Nursery		22
TOTAL			385

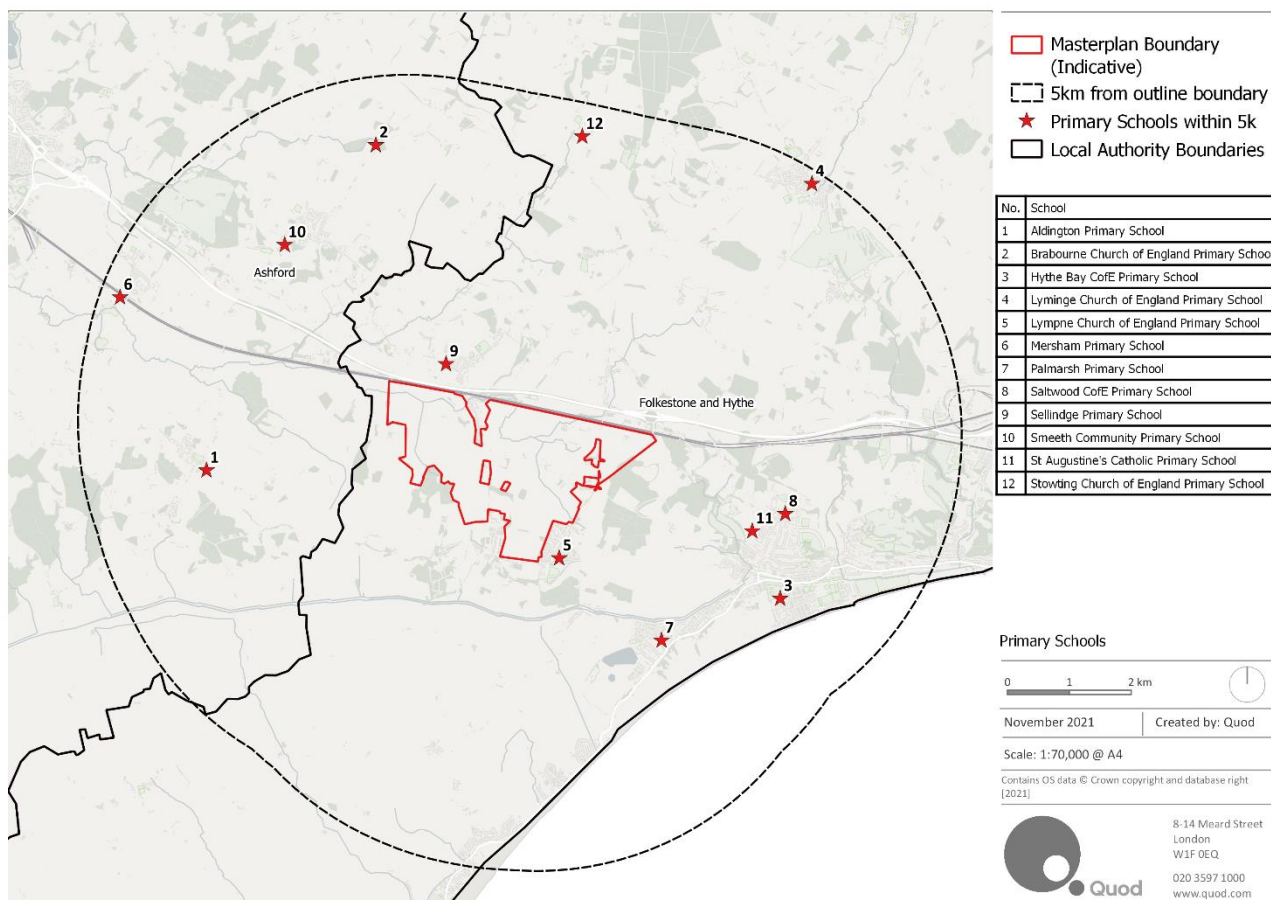
4.9 The latest KCC School Place Planning document (2020)¹⁰ sets out childcare sufficiency. This sets out a surplus of places in both FHDC and ABC. However, considering the difficulties in assessing demand and provision for early years provision (as well as travel distances from the masterplan area), it is assumed that existing providers are unlikely to be able to cater for a significant amount of demand from Otterpool Park and on principle needs of young children should be met within their community, especially in the medium to long term.

Primary schools

4.10 There are currently 12 primary schools within five km of the Masterplan Area, located in surrounding villages or within Hythe. These are shown below in Figure 4.2.

¹⁰ KCC, 'Commissioning Plan for Education Provision in Kent, 2020-2024'.

Figure 4.2: Primary schools



4.11 Table 4.2 sets out current capacities (as of 2019/2020) within local schools. This indicates that the local schools are mostly small, of one or one-half Forms of Entry (FE) each. The combined surplus capacity of the local schools is 7%, equivalent to 154 pupil places. It is standard practice to maintain a surplus capacity of 5% in schools to accommodate mid-year admissions and facilitate parental choice, therefore 7% indicate moderate levels of surplus capacity.

4.12 The schools closest to the Masterplan Area are Lympne Church of England Primary School and Sellindge Primary School. Lympne currently has a 4% surplus, and Sellindge has a 2% surplus.

Table 4.2: Primary School Capacity

Map ref	Name	PAN	Capacity	NOR	Surplus
1	Aldington Primary School	30	210	198	12 (6%)
2	Brabourne Church of England Primary School	15	105	96	9 (9%)
3	Hythe Bay Church of England Primary School	60	420	355	65 (15%)
4	Lyminge Church of England Primary School	30	210	190	20 (10%)
5	Lympne Church of England Primary School	30	210	202	8 (4%)

Map ref	Name	PAN	Capacity	NOR	Surplus
6	Mersham Primary School	30	210	194	16 (8%)
7	Palmarsh Primary School	20	140	155	0 (0%)
8	Saltwood Church of England Primary School	30	210	222	0 (0%)
9	Sellindge Primary School	15	105	103	2 (2%)
10	Smeeth Community Primary School	20	140	127	13 (9%)
11	St Augustine's Catholic Primary School	30	210	208	2 (1%)
12	Stowting Church of England Primary School	15	105	98	7 (7%)
TOTAL			2,148	2,275	154 (7%)

4.13 This analysis shows that local schools are generally small and with relative limited capacity (particularly in absolute numbers). The number of pupils on roll has however decreased steadily over the past seven years, and the largest cohorts (Y5 and Y6, 320 pupils in each year group) have nearly 40 more pupils on roll than the smallest cohort (2018/2019, 282 pupils). While the 2019/2020 cohort is slightly higher than the year before (289), the pattern suggests pupil numbers are levelling off or decreasing in the area.

4.14 The latest KCC School Place Planning document (2020) notes that within FHDC, birth rates have fallen drastically over the past few years, therefore a significant surplus (up to 20%) of primary school places is expected across the district throughout the plan period. Within ABC, birth rates have fallen significantly after a four-year rise. While sufficient primary school places are forecast across the district, there are potential for localised pressures due to housing development.

4.15 The primary schools in FHDC fall within the three planning areas of Folkestone Rural North, Hythe and Sellindge and Lympe. In respect of falling numbers of primary school pupils across the district, the planned expansion of Palmarsh Primary School in Hythe has been put on hold. The planned 0.5 FE expansion of Sellindge Primary School went ahead in September 2020 (in response to housing development which is currently underway), increasing the PAN from 15 to 30. However, the forecast indicates that Sellindge and Lympe planning area could have up to a 25% surplus across Y R – Y6 by 2023/2024.

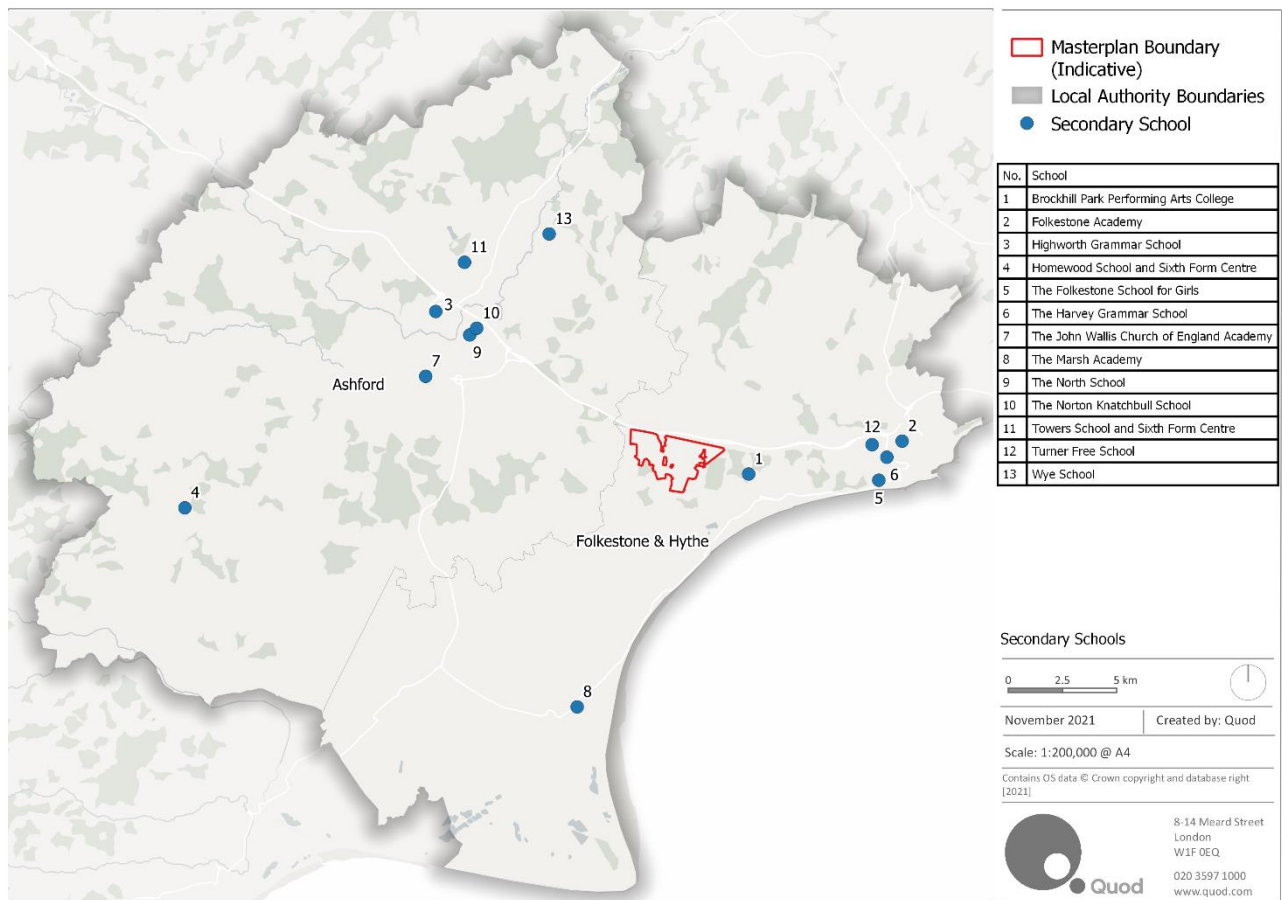
4.16 The primary schools in ABC fall within the planning areas of Ashford Rural East, with Mersham Primary School located in Ashford East. The forecast suggests a 12% surplus in Ashford Rural East across all year groups by 2023/2024, but little to no surplus in Ashford East.

4.17 This baseline indicates that while there is moderate surplus capacity in the local area, most local schools are small and are unlikely to have capacity to significantly expand. It is unlikely that existing local schools will have the capacity to cater for demand for primary school places from Otterpool Park, except in a relatively limited way. This could include the first homes occupied.

Secondary schools

4.18 There are currently 13 secondary schools within both ABC and FHDC, shown in Figure 4.3.

Figure 4.3: Secondary schools



4.19 The capacity of secondary schools in both districts for Years 7-11 is shown below in Table 4.3, including the total capacity for each district. This shows that there is approximately 900 spare places across all year groups (equivalent to a 7% surplus capacity) 11 across both districts, although there is a higher amount of spare capacity in Ashford (640 places or 9%) than in Folkestone & Hythe (267 places or 5%).

4.20 It is standard practice for Local Authorities to maintain a surplus capacity of 5% in schools to accommodate mid-year admissions and facilitate parental choice, therefore this analysis shows that there is constrained capacity within FHDC but a relatively large amount of surplus capacity in ABC. Considering both district, there is a moderate level of surplus capacity.

4.21 The closest school to the Masterplan Area is Brockhill Park Performing Arts College on the outskirts of Hythe. This currently has no spare capacity and is frequently admitting more students than the listed PAN.

¹¹ It is worth noting that Kent operates a partly selective secondary education system, with entry to grammar schools at Year 7 determined by results in the Kent Test. There are currently four selective grammar schools within the two districts. As a result, places at these schools would not necessarily be available to all local pupils who apply.

Table 4:3. Secondary School Capacity

Map ref	Name	District	PAN	Capacity	NOR	Surplus (%)
1	Brockhill Park Performing Arts College	FHDC	235	1,175	1,219	0 (0%)
2	Folkestone Academy**	FHDC	270 ¹²	1,350	1,170	180 (13%)
3	Highworth Grammar School	ABC	184	920	1,068	0 (0%)
4	Homewood School and Sixth Form Centre	ABC	390	1,950	1,683	267 (14%)
5	The Folkestone School for Girls	FHDC	180	900	916	0 (0%)
6	The Harvey Grammar School	FHDC	150	750	778	0 (0%)
7	The John Wallis Church of England Academy	ABC	210	1,050	1,040	10 (1%)
8	The Marsh Academy	FHDC	180	900	874	26 (3%)
9	The North School	ABC	215	1,075	917	158 (15%)
10	The Norton Knatchbull School	ABC	149	745	938	0 (0%)
11	Towers School and Sixth Form Centre	ABC	243	1,215	1,010	205 (17%)
12	Turner Free School*	FHDC	180	300	299	1 (0%)
13	Wye School	ABC	90	450	500	0 (0%)
Total FHDC				5,375	5,256	207 (4%)
Total ABC				7,405	7,156	640 (9%)
Total all				12,780	12,412	847 (7%)

*Turner Free School opened in 2018 with a PAN of 120, expanding to its full capacity of 180 in 2019. Therefore, the capacities shown here do not represent the full capacities of the school once all year groups are fully occupied. The school will reach its full capacity of 900 school places in 2023.

** Reducing to a PAN of 210 from September therefore overall reduction of 300 places by 2026.

4.22 The lower surplus capacity in FHDC schools partly reflects a period of transition following the closure of Pent Valley Technology College in Folkestone in 2016, and the opening of the 6FE Turner Free School (located on the same site) in 2018. Once fully occupied (by September 2022), this will provide an additional 600 places to its current capacity (900 places in total).

4.23 In ABC, two schools increased their intakes in September 2020, which combined will provide an additional 435 school places (once filtered through all year groups) by September 2024. These are:

- Highworth Grammar School increased its PAN from 184 to 210. If the new PAN becomes permanent, an additional 130 school places will be available by September 2024.

- The Norton Knatchbull School increased its capacity from PAN 149 to PAN 210 in 2020, which will provide an additional 305 school places by 2024. The school has recently received permission by the Secretary of State to expand, to be able to continue to offer the increased number of places.
- 4.24 In total across the two districts, 1,035 additional school places to the currently listed capacity will be available by 2024 following the new secondary school and the two expansions (if Highworth Grammar School continues to offer 210 places). This would bring the capacity across the two districts up to 13,815 places.
- 4.25 The latest KCC School Place Planning document (2020) indicates that a deficit is forecast across the plan period for the non-selective schools in FHDC. It is suggested that the deficit will be managed with the support of existing schools. Equally in ABC, demand is expected to increase particularly for non-selective schools. The document notes that temporary places were added for 2019-2020 and will continue to be added as required until the opening of the new 8FE secondary school within the Chilmington Green Development, expected to open in 2022 (this would add an additional 1,200 school places across the two districts).
- 4.26 The analysis show that the bulge of primary demand has started filtering through to secondary level, at present resulting in an increasing number of pupils per year group. The largest cohort in 2019/2020 (Year 7) have 468 more pupils enrolled than the smallest (Year 11). Therefore, demand for secondary school places as a result of population growth (including from other planned housing development) is likely to fill up most of the surplus in the short term.
- 4.27 It is expected that a majority of secondary school places for Otterpool Park will be met on-site. However, considering that primary demand has now started levelling off, it is possible that the secondary school surplus will increase in the medium term. Therefore, it is possible that off-site solutions may be possible in the early phases of the development.
- 4.28 KCC has informed the Applicant that they intend to meet some of the demand created by Otterpool Park through an (at least) 2FE expansion of The Harvey Grammar School (a selective, boys' school), subject to land deal. KCC would also consider expansion of Folkestone School for Girls (Grammar). This will help address demand generated by the first homes, and the Applicant is supportive of this.

Further and Higher Education

- 4.29 Further education is for people over 16 and below degree level. It includes A levels and equivalent vocational qualifications and can be provided in a sixth-form college, a further education college or a higher education institution. Higher education (HE) is generally at degree level or above.
- 4.30 All the secondary schools listed in the section above also have sixth form provision. These schools offer a range of options including A levels and BTEC qualifications. The nearest sixth form to the Otterpool Park Masterplan Area is Brockhill Park Performing Arts College. This provides A/AS level courses and vocational qualifications including BTEC diplomas, including courses in performing arts such as drama, dance and music. It currently has 163 sixth form students.

- 4.31 The nearest further education college to the Masterplan Area is East Kent College's campus in Folkestone. This is the only college in FHDC and is approximately a 12-20 minute peak time drive from the Masterplan Area or 10 mins on the train from Westenhanger station. East Kent College also has campuses in Dover and Broadstairs. It provides a range of professional, vocational and technical further education courses, with a particular focus on developing skills and employability. Qualifications offered include apprenticeships, professional and vocational qualifications in areas such as computing/ICT, construction, art and design, teaching and health and social care.
- 4.32 Ashford College is also part of the East Kent College (EKC) Group (along with Broadstairs College, Canterbury College, Dover Technical College and Sheppey College). It is approximately a 16-26 minute drive from the Masterplan Area or 10 mins on the train from Westenhanger station. It also provides a range of vocational, professional and technical qualifications including apprenticeships and BTEC. In addition, it also offers some HE qualifications in partnership with HE institutions, such as diplomas in education in partnership with Canterbury Christ Church University. These HE qualifications offer students a route into further study at degree level. Ashford College offers HNCs in Construction and Engineering (Electrical and electronic; and General Engineering) and Diplomas in plumbing.

SEN facilities

- 4.33 Across FHDC and ABC, there are currently three (state-funded) Special Education Need (SEN) facilities (also referred to as Special Educational Needs and Disabilities (SEND)):
- The Beacon Folkestone: currently 339 pupils on roll across all year groups (Reception up to Sixth Form) (there are 370 commissioned places).
 - Goldwyn School: secondary level (Year 7 to Year 11) only, currently 159 pupils on roll (there are 150 commissioned places).
 - The Wyvern School (Buxford), Ashford: currently 282 pupils on roll (there are 270 commissioned places) across all year groups (Reception up to Sixth Form), with an additional 11 children in early years.
- 4.34 The latest KCC School Place Planning document (2020) indicates that the number of pupils with formally identified as having a SEN is increasing, and to meet the need for school places a mixture of new special schools, expansions of existing schools and establishments of satellites will be commissioned. This includes an expansion of Goldwyn School (80 new places) in 2020/2021.
- 4.35 KCC has indicated SEN places must be taken into account for the Otterpool Park development in respect of the identified demand, as there is no surplus to cater for pupils from the development.
- 4.36 Private SEN facilities may play a role either on or off-site. Children with an Education, Health and Care Plan (EHCP) can receive funding from a Local Authority to attend an independent mainstream school, subject to eligibility and subject to the school fees not being an "unreasonable public expenditure" as set out in the Education Act 1996 (9). Part funded places are also possible under certain situations. In 2020/21 8% of all children in England with an EHCP attended an independent school or non-maintained special school.

4.37 SEN units or resource basis also play a significant role with 51% of all children with an EHCP at nursery, primary and secondary levels attending a state-funded school not designated as a Special School. Places in maintained special schools or PRUs account for only 42% of total provision¹³.

Expected demand for new facilities

Child yield rate

4.38 In the early pre-application stage KCC provided the LLP with a projected Child Yield¹⁴, i.e., the average number of children of each age expected to be living in each home. These were as follows:

- Early years: 0.08 children per home;
- Primary School: 0.28 children per home;
- Secondary School: 0.20 children per home; and,
- Sixth form: 0.07¹⁵ children per home.

4.39 This child yield forms the basis of the demand projections for school places at Otterpool Park. Quod has also applied its own population model, based on Census 2011 Moving Groups statistics and has found KCC's assumptions to be reasonable in the context of Otterpool Park.

4.40 More recently, KCC has undertaken further research into the potential child yield of large-scale new settlements (which may differ in their population dynamics from smaller developments and urban extensions). This research shows that there is a range of potential possible yields up to a maximum of 0.41 children per house at primary and up to 0.25 children per house at secondary¹⁶. The projected rate for flats is significantly lower at a maximum of 0.08 primary school children per flat and a maximum of 0.03 secondary school children per flat.

4.41 Whilst all of these child yield projections apply an evidence-based approach, there is still a level of uncertainty about the exact number of school places that will be needed and when they will need to come forward. These assumptions are sensitive to build-out rate, tenure, size of homes (and flats), demographic trends and government education policy. Kent County Council has emphasised that a monitor and manage approach would be suitable for a development at this scale to allow for flexibility and additional land to meet unexpectedly high demand should be safeguarded (until it is shown that it will not be needed). The LLP supports this approach.

4.42 Projections of school demand have not included older person's housing as these homes would not accommodate any children.

4.43 The anticipated education demand based on child yields are set out in Tables 4.4 and 4.5 below.

¹³ Gov.uk: Pupils in all schools, by type of SEN provision - including independent schools and general hospital schools - 2016 to 2021

¹⁴ As set out in minutes of meeting held with Education and Community Services, Kromer House, August 2017.

¹⁵ 360 A level places and 180 FE places for 8,000 homes, only 250 of which would be on-site.

¹⁶ Otterpool Park, Folkestone & Hythe District population forecasts, Draft report dated 5 December 2018.

Table 4:4. School Yields for 8,500 unit scheme (not including older person's housing)

Age Group	Potential Number of pupils	Likely ¹⁷ Forms of Entry/settings (Gross, no adjustment for independent or home schooling)	Flexibility required
Early years	500-800 ¹⁸	8-10 settings ¹⁹	Yes – but easily accommodated in other high street or community uses
Primary School	1,900-2,300 ²⁰	10.6 FE ²¹	Yes – up to a maximum of 14 FE subject to monitoring ²²
Secondary School	1,400-1,700 ²³	10.7 FE ²⁴	Yes – up to a maximum of 14 FE subject to monitoring ²⁵
Sixth Form	400-530	Up to 530 places, including work-place based and apprenticeship places; likely to be 240-250 places in a full-time education setting ²⁶	No
SEN	53-75	1 setting	Within bounds indicated

Table 4:5. School Yields for 10,000 unit scheme (not including older person's housing)

Age Group	Number of pupils	Likely Forms of Entry/settings (Gross, no adjustment for independent or home schooling)	Flexibility required
Early years	700-900	10-12 settings ²⁷	Review as part of any further planning permission for additional homes
Primary School	2,200-2,700	13 FE	Review as part of any further planning permission for additional homes
Secondary School	1,600-1,900	13 FE	Review as part of any further planning permission for additional homes but modelling suggests that 14 FE should be adequate

¹⁷ Central case

¹⁸ KCC 2021 model (email from Lee Round April 2021)

¹⁹ KCC 2021 model (email from Lee Round April 2021)

²⁰ KCC 2021 model (email from Lee Round April 2021)

²¹ KCC 2021 model (email from Lee Round April 2021)

²² KCC 2021 model (email from Lee Round April 2021)

²³ KCC 2021 model (email from Lee Round April 2021)

²⁴ KCC 2021 model (email from Lee Round April 2021)

²⁵ KCC 2021 model (email from Lee Round April 2021)

²⁶ Based on proportion of young people aged 16-19 who are in full time education, Census 2011, generally a 6th form retention rate of 75% is appropriate for schools outside major conurbations

²⁷ Ibid.

Sixth Form	Up to 590	Up to 590 places, including work-place based and apprenticeship places; likely to be up to 270 places in a full-time education setting	Review as part of any further planning permission for additional homes
SEN	Up to 92	1 setting	Within bounds indicated

Proposed Approach

School typologies

- 4.44 Primary schools can be 1, 2, or 3FE. Very occasionally a primary school could be 4FE, although this is generally not a preferred approach. 3FE schools may be suitable in certain settings within the Development and may be the best way to tackle potential short-term peaks in demand. KCC's preference is for 2FE schools and the majority of the schools at Otterpool Park will be this size, unless demand is higher than currently expected and/or flexibility is required, following which these schools will be able to permanently or temporarily expand to 3FE.
- 4.45 3FE schools allow for greater flexibility. Where there is an odd number of FE required, it will be preferable to expand a school to 3FE, rather than build a new 1FE school. Similarly, where demand might be relatively short term, expanding a 2FE school to 3FE would be more sustainable than opening a new school. Both the design and the management of schools can affect how sustainable and successful schools of different sizes are and these considerations will influence the detailed design work and the process of finding a suitable operator at a later stage.
- 4.46 All primary schools will have nursery provision/early years on-site or co-located. A significant proportion of early years provision will be delivered by the private sector in both formal and informal settings. This provision is subject to market demand. This will be delivered in flexible town/ neighbourhood centre floorspace (D/A/B use class as per pre-2020 Use Classes Order).
- 4.47 Secondary schools can range in size from 6FE to 10FE. Larger or smaller schools than this are generally not preferred for cost and management reasons (although may be permitted under certain circumstances in consultation with the county council and the operator). The schools at Otterpool Park are expected to be within this range.
- 4.48 Secondary schools can include sixth forms or operate only from years 7-11. It is intended that at least 250 6th form places are provided at Otterpool Park on either one or two secondary school sites.
- 4.49 KCC has indicated that up to 75 SEN places will be required for the Otterpool Park Development. This is intended to be provided at Otterpool Park, potentially co-located with other education facilities.
- 4.50 The LLP has commissioned work to explore potential options for school delivery on-site and this has included exploring potential for an Education Campus that would bring primary, secondary, and/or special needs education into one site. The site at the Country Park area

could provide scope for this which will be explored in more detail through the Tier 2 design process.

Delivery Strategy

Vision and objectives

- 4.51 The school sites and their capacities (based on Building Bulletin 103 and Building Bulletin 104 guidance) in relation to the phases of the Otterpool Park Development is set out in Table 4.7. This demonstrates that all primary schools (other than that in CP.4 / CP.5 which is limited to 2FE under current proposals) can be either 2 or 3FE by the amount of safeguarded land.
- 4.52 The LLP has commissioned a high-level review on an appropriate Education Vision and Strategy, which the LLP hopes will inform the process KCC undertakes to run a competition for an operator. The draft Education Vision is a statement of intent with overarching principles at its heart. They are:
- To provide high quality educational opportunities for everyone in Otterpool Park, allowing them to access learning from birth to old age and supporting them to achieve their potential at every stage in life;
 - To develop a family of schools that work together and in collaboration with other local schools, Colleges and employers to share knowledge, innovate and develop best practice;
 - To deliver schools that are civic buildings at the centre of their communities, with healthy, happy children and inspiring learning opportunities for all; and
 - To ensure education is joined up with wider opportunities, bringing the best in creativity, innovation and entrepreneurship to Otterpool Park, with clear pathways from school to further and higher education, jobs and self-employment.
- 4.53 These principles are not meant to constrain school operators but rather to set a wider context within which they will be asked to work together and with partner organisations for wider community benefit.
- 4.54 Good governance and stewardship will be important in creating the framework within which these wider aspirations will be met. This is not only about meeting statutory responsibilities to provide pupil places, but about strong partnerships and ensuring the community has a voice in how services are provided.
- 4.55 The draft Education Vision is underpinned by four strategic objectives for education in Otterpool Park. They are:
- Objective 1: To provide high quality school buildings that are designed as community hubs, with community involvement;
 - Objective 2: An education offer that supports the vision for Otterpool Park;
 - Objective 3: Creating pathways to employment and supporting the local economy through close links between schools, further and higher education institutions and employers; and

- Objective 4: Developing a love of learning for all and supporting lifelong learning in the community.

Amount and type of provision

- 4.56 There will be up to seven primary schools of 2 or 3 FE each, each with an integrated or co-located nursery/early years facility. Additional nursery provision will be located throughout the development (up to eight additional settings).
- 4.57 Secondary provision will consist of one school up to 10FE and a safeguarded site which could accommodate up to 6FE. Sixth form places would be delivered alongside secondary school provision.
- 4.58 The SEN provision is likely to be up to 75 places. The first option is (as set out above) to locate the SEN provision at the main site (CP.4 and CP. 5) alongside a secondary school including sixth form, and a 2FE primary school. The second option is to locate the SEN school at a safeguarded site (RS.1), in which case the main site could provide secondary places up to 8FE including sixth form. The safeguarded sites would then be able to accommodate any additional primary or secondary places, as required.
- 4.59 The environmental constraints mentioned in relation to the River Stour sites²⁸ (as identified and assessed in the ES and its technical documents) relate to drainage and protection of ecological assets. Aside from limiting the use of parts of the site for buildings or formal pitch areas, these constraints are not expected to pose any risk to pupils at the school and could be an asset in terms of natural landscaping and wildlife education. Should it be required, appropriate fencing could be provided around any areas of open water.
- 4.60 The Department for Education Output Specification Technical Annex 2B (External Spaces and Grounds) states that part of school sites will be required for drainage systems; and Building Bulletin 103 makes allowances for informal green spaces and habitat, so including these areas within the site would be in line with DfE guidance. At the time the schools come forward (if they are needed) the school operator (and the DfE/KCC as relevant) would be given the option to exclude the constrained land from the school boundary, agreeing instead to have a lease for the unconstrained land only.
- 4.61 Table 4.6 below sets out the delivery options in relation to the Otterpool Park development. These numbers are based on gross need for school places. Some children will be educated in independent schools or will be home schooled, especially at secondary level. The actual number of maintained school places needed is likely to be lower than this, which is why new school places will only be triggered when the education monitoring group (see *Approach to Monitoring*, below) identifies sufficient need for new places to come forward.
- 4.62 Across the whole development, the Development Specification allows for up to 67,000 sqm GEA to deliver schools, nurseries, crèches, reserve school floorspace and/or SEN, health

²⁸ For illustrative location and site boundaries see Drawing OPM(P) 1015_BB: illustrative Masterplan Land Use – sites are within the River Stour area of the Masterplan to the south east of Barrow Hill (Sellindge). The sites are bounded to their south and west by the A20.

centres, place of worship, community centres. This should accommodate the likely maximum need for school places, as well as other community uses.

Table 4:6. Summary School Requirements and delivery options

Age Group	Forms of Entry/classes for 8,500 homes	Forms of Entry/classes for 10,000 homes (Gross, no adjustment for independent or home schooling)
Early years	8-10 settings	10-12 settings
Primary School	Up to 14FE	TBC
Secondary School	Up to 14FE	Up to 14FE
Sixth Form	likely to be 240-250 places in a full-time education setting	Up to 270 places.
SEN	Up to 75 places	Up to 92 places

Table 4:7. Proposed school size by phase

Phase	Site Area	Potential capacity	Indicative safeguarding
TC.1 (Town Centre and Castle Park)	2.6 Ha x 2	2 x 2FE primary school with nursery	2 x 1FE safeguarded expansion
CP.4 and CP.5 (Country Park)	11.5 Ha	1 x 2FE primary school with nursery (1.6-2.04 ha) 6FE secondary school with sixth form (6.6 ha – 8.3 ha) and co-located SEN school (1.5 ha-1.86 ha) OR 8FE secondary school with sixth form (8.1 ha – 10.1 ha) OR 10 FE secondary school on its own.	
HT.1 (Hilltop)	2.6 Ha	1 x 2FE primary school with nursery	1FE safeguarded expansion
AP.2 (Airfield Park)	2.6 Ha	1 x 2FE primary school with nursery	1FE safeguarded expansion

Phase	Site Area	Potential capacity	Indicative safeguarding
WR1-2 (Woodland Ridge)	2.6 Ha	1 x 2FE primary school with nursery	1FE safeguarded expansion
RS.1 (River Stour)	5.5-6.6 Ha	<p><i>Based on unconstrained area:</i> 6 FE secondary school with 280 place sixth form or 2-3 FE primary school and SEN school</p> <p><i>Based on constrained area:</i> 6 FE secondary school with 200 place sixth form or 2-3 FE primary school and SEN school</p>	
Total		<p>Up to 6 x 2-3 FE Primary Schools</p> <p>1 x 6-10FE secondary school with sixth form</p> <p>1 x SEN school (60-80 places)</p> <p>2 x flexible sites</p>	<p>Sites for a maximum capacity of 20FE of primary school</p> <p>Sites for a maximum capacity of 14 FE of secondary school</p>

School delivery: construction and operation

- 4.63 There are two main ways that the schools at Otterpool Park could be delivered. The first is for the LLP to transfer the school land to KCC who would deliver the schools, including running a competition for an academy operator themselves.
- 4.64 The second option is for the LLP to deliver the schools themselves. This could be in direct partnership with a school operator or in partnership with both KCC and a school operator.
- 4.65 KCC and the LLP have not yet decided which option will be used at Otterpool Park – and the approach may differ from school to school. The LLP’s current preferred option is that the LLP will build the schools directly due to its long-term interest as master developer, but the legal agreements will retain flexibility at Tier 1 stage.
- 4.66 KCC and the LLP will put in place a timetable of milestones to ensure that the process of land transfer, detailed planning and design, construction and opening is managed to trigger schools opening when needed, in line with housing occupation. KCC will maintain a major role in ensuring the school delivery process and design is fit for purpose.
- 4.67 Whatever approach is taken, partnership between the LLP and KCC (and the future school operator, where relevant) is likely to yield the best outcome.

- 4.68 The Section 106 will set out the commitments and obligations of the relevant parties, which will ensure that the schools can and will be delivered to meet the needs of the new residents, but the detailed delivery mechanism for each school can be determined as part of the detailed design and Reserved Matters process.
- 4.69 The LLP will pursue a principle of sharing facilities with the community with the provider of the secondary school (and potentially the primary schools). This could include indoor and outdoor sports facilities, classrooms for adult education classes etc. It is acknowledged that it is not always possible to enforce community access at a site or local authority level as school operators sign legal agreements directly with the DfE. However, the competition process, and the brief for the competition, can help to ensure an operator shares the aspirations of the LLP and KCC.
- 4.70 The LLP will seek to discuss with the provider how the layout and planning of the school can be designed to cope with this and/or plan for community use as part of the detailed design process.

Phasing of schools

Construction Phasing

- 4.71 The construction of primary schools may be phased, with 1 or 2 FE being built at the start (the first primary school will be in the first phase and 2FE is likely to be triggered the September after the first occupation of homes, subject to a funding agreement²⁹ being signed off by the Department for Education) and additional forms of entry added later. FEs may be brought forward one at a time, in 2FE or 3FE phases.
- 4.72 For operational reasons, secondary schools would tend to be phased in blocks no smaller than 4FE. The first secondary school phase of 4FE will likely be triggered at between 2,000 and 3,000 homes and thereafter, secondary school expansions will take place in phases on 2-4FE. Again, this will be subject to a funding agreement (based on need) being agreed with the DfE.
- 4.73 Constructing and opening schools in phases will help to ensure that school buildings are not constructed before they are needed; mothballing of unused school buildings has operational costs and challenges. By expanding schools as demand arises, this helps to ensure school places meet the needs of the children living within Otterpool Park, rather than attracting children travelling from elsewhere. Building schools in phases does add to construction cost, so the advantages and disadvantages will be considered.
- 4.74 The school designs may need to be planned with phasing or future expansion in mind so that core facilities are delivered early on (e.g. halls, kitchens, administrative blocks) with later phases predominantly delivering extra classrooms. Campus designs provide the most flexibility and will be considered if appropriate and advantageous. The size of the school will be a key

²⁹ The funding agreement being subject to sufficient need being identified to support a new school opening

consideration in design – larger schools should be designed with management, safety and effective circulation in mind.

4.75 The school design will need to facilitate cost effective phasing that does not significantly disrupt the schools' operation, for example:

- Block structures and layouts that allow future construction phases to be isolated from operational areas of the school;
- Access arrangements for construction vehicles that are segregated from children's pedestrian routes;
- Construction methods that limit noise, dust and other disruption; and,
- Approaches that allow construction to be completed over the summer months.

Phased opening

4.76 Children moving schools in the middle of a phase of education is relatively rare. Because of this, new schools tend to open and fill up from the bottom, with Nursery, Reception and Year 7 opening first, adding academic years in succession every year after that.

4.77 However, a new settlement on this scale may attract a disproportionate number of children moving schools in the middle of a phase of education. To address this, schools could have multiple entry points and multi-age groups in the early phases of development.

4.78 Children could start in the middle years of primary school and they may be in a class with other children who are slightly older or younger than themselves, as long as they are at the same Key Stage of education. A Key Stage is one of the four "blocks" of years around which the national curriculum is structured. At the end of each Key Stage, the teacher formally assesses children's performance. Using multi-age classes in this way can be referred to as vertical teaching.

4.79 Decisions about design, layout, construction methodology and phasing will be made at Reserved Matters stage for each school coming forward. Operational choices, such as the use of vertical teaching, will need to be made in partnership with KCC and the school operator.

Approach to monitoring

4.80 KCC and the LLP have agreed that there will be a formal Education Review Mechanism (ERM) in place which will be secured in the Section 106. Draft Terms of Reference for this group have already been circulated and principles agreed. The ERM will be managed by a group of stakeholders to be referred to as the Education Monitoring and Management Group. This will include the LLP and KCC as a minimum but may also include academy operators, FHDC and other interested parties as required.

4.81 This approach will ensure that Otterpool Park will only deliver enough school places to meet the needs of children on-site as the community grows. Where it can be demonstrated through the monitoring procedures that no further school places are needed, delivery of further school sites or floorspace will not be triggered. This is to minimise the delivery of surplus school capacity (which can have operational and cost challenges) and to reduce the potential for

children to travel on-site to school from elsewhere³⁰. The EEMG will be responsible for agreeing what monitoring information is required to help with accurate forecasting of school place demand and will be responsible agreeing triggers for new schools or safeguarded land to be triggered or those options released.

4.82 Safeguarded floorspace may be triggered prior to the completion of all the schools in the masterplan, where there is demonstrable evidence that the expansion of a particular school is better in school planning, education and placemaking terms than provision of another school.

4.83 Where there is demonstrably no need for further expansion of schools into additional safeguarded floorspace - or non-safeguarded sites - this land may be transferred to alternative uses under the terms set out in the S106 Agreement.

The Section 106

4.84 The Section 106 Agreement will set out the legal terms under which schools will be funded and delivered and how and when land will be transferred³¹. It will set out the obligations committed to by both KCC and the LLP. Draft Heads of Terms are already being reviewed by the LLP, KCC and FHDC.

4.85 The Section 106 agreement is expected to:

- Establish the legal definition of the schools.
- Establish a School Site Specification including access and servicing arrangements.
- Establish the terms under which schools will be granted access to playing fields/off-site sport facilities where this is relevant.
- Establish the terms under which the lease or freehold of the school land will be transferred and to which parties.
- Define what is meant by a safeguarded land or safeguarded floorspace and the legal process under which the delivery of this space will be triggered and released, if not required.
- Establish the approach to trigger dates for buildings, land and/or funds for the delivery of schools.
- Establish the scale of school payments and if and where these will be applicable; the indexation rate that will apply to any such payments.
- Set out KCC's covenant with respect to progressing matters related to the schools and school delivery.
- Reference/Establish the Terms of Reference for the EMMG.

³⁰ Some pupil travel on and off site is in avoidable given parental choice over secondary schools, however matching the provision of school places closely with the delivery of homes should help to minimise this to reduce travel impacts. Even if there is some movement of pupils on and off-site, the net demand for places on-site should remain the same and the S106 should be drafted to ensure that funds ringfenced for education needs of Otterpool Park meet those needs, rather than wider needs from growth elsewhere in the borough in line with Regulation 122.

³¹ Actual lease details will be outside the S106 although some key clauses may be included.

Sports provision at school sites

- 4.86 KCC and the LLP support the co-location of community facilities with educational facilities. This could include high specification pitches which can be used for competitive and sports activities outside normal school hours, and additional facilities such as a swimming pool.
- 4.87 It is proposed that sports facilities on school sites should be made accessible for community use outside of school hours, which would enhance the access for local communities. These would need to be secured through Community Use Agreements to be adopted as part of the school management agreements. The LLP recognises that there are constraints on the ability for KCC to impose requirements for community use on school operators, as the funding agreement (including terms of operation) will be secured directly with the Department for Education. However, it is common ground between KCC and the LLP (and FHDC) that community use of pitches is desirable and, in partnership, they will use reasonable endeavours to secure use of pitches (and potentially other facilities) for the community and will run the competition for a school operator and make recommendations with the Secretary for State in the basis of securing an operator who is open to (and sees the benefit of) community use.

5 Healthcare

Context

- 5.1 In Kent and Medway all the NHS organisations and the Kent and Medway councils have been working together as a sustainability and transformation partnership (STP) since 2016. In April 2021, NHS England formally accredited the Kent and Medway as an Integrated Care System (ICS)³².
- 5.2 Government proposals set out in a White Paper in February 2021 will see further changes from April 2022. Subject to legislation being passed, Clinical Commissioning Groups will transition to statutory organisations known as Integrated Care Boards from April 2022. In Kent and Medway, there would be one organisation covering the same boundaries as the current CCG.
- 5.3 The ICS is a partnership of all parts of the NHS working together with councils and other partners. Within the system there are four “place based partnerships” drawing together all provider NHS organisations in a given area and working more closely with social care. Based on how people use hospital services there are four place based partnerships in Kent and Medway: Dartford, Gravesham and Swanley; East Kent; Medway and Swale and West Kent.

Baseline

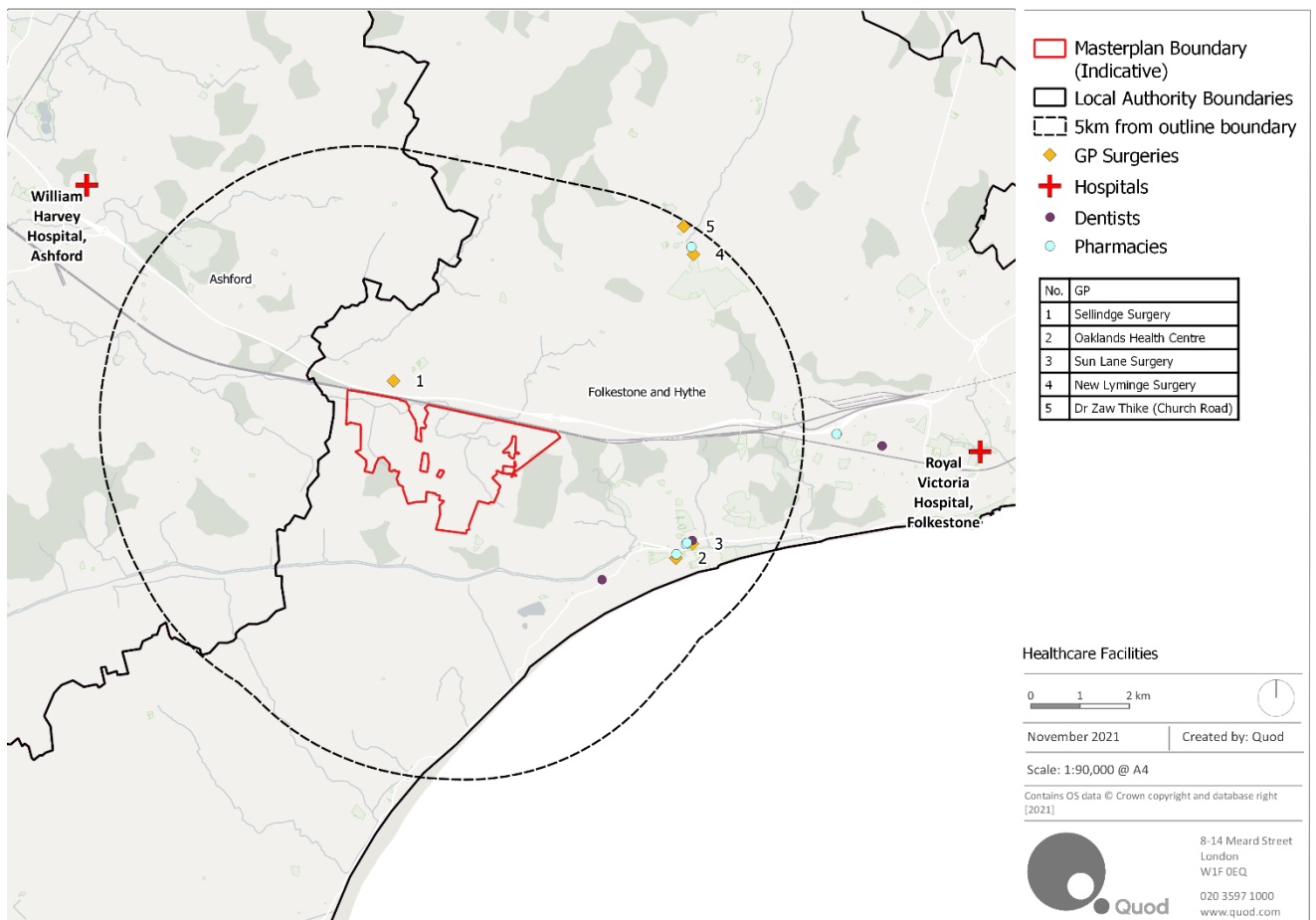
- 5.4 This section presents existing healthcare provision near to the Otterpool Park Outline Planning Application Area. This includes primary healthcare facilities within five kilometres, including General Practitioners (GPs), dentists and pharmacies. It also examines hospital provision at district levels. This analysis is based on publicly available NHS data.

Primary Healthcare

- 5.5 There are currently five GP surgeries within 5km of the Otterpool Park Outline Planning Application Area. The location of these surgeries is shown in Figure 5.1 below.
- 5.6 There are currently five practices within 5km however only three of these have contractual boundaries which cover (or partially cover) the Otterpool Park Outline Planning Application Area.

³² This section has been drafted in partnership with the local NHS stakeholders. Some details may be subject to revision as the transition between service provision models takes place, however the broad principles and assumptions are likely to remain valid.

Figure 5.1: Primary healthcare



- 5.7 As of 1 October 2021, these three surgeries have a total of 22,029 registered patients
- 5.8 One measure of effective GP provision is provided by NHS Digital³³ on full-time equivalent (FTE) staff. This measures the number of Primary Care Professionals including GPs who work in areas and individual practices, expressed as FTE roles. This takes account of staff working part-time or between multiple surgeries.
- 5.9 In June 2021 there were 719 FTE GPs in Kent and Medway of which 294 FTE GPs were providing services in the East Kent area. GPs form part of the total workforce in general practice providing care to the population (see also a later section in this Strategy on GP recruitment and retention).
- 5.10 As primary care service delivery is evolving, a multi-professional team is able to support GPs and increase service capacity within the system. The growth in new models of care has meant that since September 2017, there have been positive changes in trends across primary care workforce data which include an increase of Advanced Nurse Practitioners and other additional roles that also provide direct patient contact. These include Paramedics, Clinical Pharmacists,

³³ NHS Digital General Practice Workforce data, June 2021.

Social Prescribers, Health Care Assistants and Physiotherapists. Work is also underway to ensure that the public are notified of the variety of new roles that are available to them.

- 5.11 There are currently four pharmacies located within 5km of the Masterplan Area (three in Hythe and one in Lyminge). There are two dentist surgeries located within 5km, both in Hythe.

Specialist and hospital care

- 1.1 There are two hospitals located about 10km from the Masterplan Area. These are the William Harvey Hospital, Ashford and the Royal Victoria Community Hospital, Folkestone.
- 1.2 The William Harvey Hospital operates an Emergency Department and co located Urgent Treatment Centre, which is approximately a 12-18 minute peak time drive from the Masterplan Area. The William Harvey Hospital also operates a range of specialist care departments including a maternity department and general and specialist surgery.
- 1.3 The Royal Victoria Community Hospital is approximately a 12-20 minute drive from the Masterplan Area and has an Urgent Treatment Centre as well as limited specialist services including diagnostic services, mental health care, children's and adolescent services and other outpatient services.

Expected demand for new facilities

- 1.4 FHDC consulted with the former South Kent Coast and Ashford and Canterbury Clinical Commissioning Groups and has continued to engage with the NHS Kent and Medway CCG regarding space requirements for General Practice provision. Based on 10,000 homes it is estimated c.1,500-1,750 sqm GIA would be required for general practice services providing for a registered list of up to 24,500 patients. The NHS Kent and Medway CCG has suggested that an additional space would be required to provide wider community based health services which could for example include specialist clinics, testing services and physiotherapy.
- 5.12 The CCG (and/or any relevant successor organisation), as commissioner, will determine clinically appropriate healthcare provision for the site informed by where this will benefit patients in terms of access and outcomes. For primary care medical (general practice) services an informed commissioning decision will consider if this will be through expansion of one or more existing practices or a procurement of a new provider.
- 5.13 The NHS Long Term Plan seeks to support GP practices to offer more services nearer to where people live, help people to use services in their community to improve health and wellbeing, and enable faster and easier access for people to treatments they need in order to avoid hospitalisation.

Proposed Approach

- 5.14 Health and wellbeing are embedded in the approach to design and delivery at Otterpool Park. This includes aiming to provide excellent primary care facilities on-site. It also includes a wide range of other design and community service aspects. These wider aspects of health are addressed in the Health Impact Assessment for Otterpool Park.

- 5.15 In line with the CCG's vision for delivery of the NHS Long Term Plan, is the desire to deliver services in the right place, at the right time, by the right clinician. The provision of services embedded within community settings, offering coordinated pathways of care, remain a strong focus for the CCG. Given the wider whole system strategic transformation programme in development within east Kent, it is therefore important to retain a degree of flexibility at Tier 1 stage.
- 5.16 The likely floorspace needed to provide primary medical care (general practice) facilities for Otterpool Park is 1,500 - 1,750sqm. The amended Outline Planning Application includes a large amount of flexible E class floorspace which will include primary healthcare. Land may be provided to allow for expansion of the health facility to achieve the wider vision for a health hub if agreed with the NHS and/or private or charitable partners at the time of delivery.
- 5.17 The format for service provision is flexible but is likely to include one building for primary medical care (general practice) services, which will be located in the town centre. In order to retain flexibility, three other smaller sites have been allocated for potential community floorspace, which could include healthcare.

Delivering place-based care in east Kent

- 5.18 Delivering healthcare close to where people live, and where appropriate in out of hospital settings, is a key focus of the NHS's vision for health and care services across Kent and Medway. Supporting people to stay well, manage long term conditions and live independently can be done most effectively when services are coordinated effectively, and people are seen in the most appropriate settings. This means ensuring people can access services outside of acute hospitals where this is clinically appropriate. This will in turn help to reduce pressure of acute hospital emergency services.
- 5.19 At Otterpool, there is an opportunity to provide an integrated model of community health services. The exact model for delivering these services will depend on the strategic plans, objectives and funding available to the CCGs at the time of detailed planning permission and delivery.
- 5.20 It is expected that the healthcare offer, whatever model it will take will also include dentists, opticians and pharmacies which will come forward in a mixture of private and NHS settings according to the NHS licencing programme for these facilities (which includes an up to date needs assessment).

Urgent Treatment Centres

- 5.21 NHS England published '*Urgent Treatment Centres – Principles and Standards*' in July 2017. Urgent treatment centres are community and primary care facilities that are open at least 12 hours a day, are GP-led, staffed by GPs, nurses and other clinicians, and have some diagnostics facilities. They should also integrate with existing primary care and urgent care as well as NHS 111.
- 5.22 Urgent treatment centres encompass minor illness and minor injury.
- 5.23 As previously detailed Urgent Treatment Centres are located at The William Harvey Hospital, Ashford and The Royal Victoria Community Hospital, Folkestone.

Construction and delivery

- 5.24 The LLP expects that the health facilities will need to be phased in some way. Phasing is important to reduce running costs/management liability in the early years. It can also assist with capital cashflow in the years before revenue from the sale of homes builds up.
- 5.25 There are several ways to phase a new health centre. The exact model for Otterpool Park has not been decided at this early stage and will be the subject of discussion and agreement between the LLP, FHDC and the CCG as part of the 106 agreement and going forward. Phasing options include:
- Before c. year 3 or 4 of construction, a GP could operate temporarily from another building (e.g. a community or commercial building) provided that the facilities and setting are appropriate to provide the quality of service and care required.
 - A portion of the health centre could be built during the early years, with any space that is not required for healthcare to be let out on a short-term lease to other retail or commercial uses.
 - Expansion of existing GP Surgery facilities could meet some or all of Otterpool's needs for some years.
 - Delivery of a wider range of additional services (education, training, social care, specialist care) etc could support the sustainability of the surgery in the early years.

Social Care

- 5.26 Provision of social care services and specialist housing to allow people with long-term limiting illness or age-related disabilities to live healthily and independently is priority for health services across the UK. Good provision of social care support reduces hospitalisation, reducing costs and improving health outcomes for people with long term conditions.
- 5.27 Otterpool Park is expected to deliver up to 648 specialist homes for older people (in the 8,500 home scheme). The extended services at the new health centre are expected to include care services for older people. The LLP will explore options for social care, extra care specialist housing and integrated care pathways through partnerships within the local authority (and county) departments, the NHS and with specialist housing and service providers.
- 5.28 The LLP will work with KCC and CCG through the Health and Wellbeing Steering Group (see below) to set out how objectives for integrated care will be achieved.

Recruitment and Retention

- 5.29 Kent and Medway has one of the lowest GP to patient ratios in the country as previously highlighted. The data also shows the additional risk of large numbers of GPs, Practice Nurses, Practice Managers and Receptionists approaching retirement age and a significant reduction in the number of full-time equivalent staff across all staff groups in General Practice across Kent and Medway.
- 5.30 Some of the key challenges include:
- A shortage of GPs in some areas of the county.

- 25% of GPs (the highest in England) and 55% of general practice nurses approaching retirement age.
- A low post-qualifying GP retention rate.

5.31 A major focus of the Training Hubs and workforce teams therefore is around recruitment and retention of the primary care workforce with a series of programmes and opportunities designed to recruit the brightest and the best to the area.

5.32 The focus on the workforce is a key element of the Primary Care Workforce Implementation Group who work in collaboration with the 3 locality Training Hubs, in collaboration with Health Education England and NHS England to implement a variety of initiatives that support not only the existing workforce but also in creating opportunities for our future workforce to be attracted to the area. These include the following:

- New to Practice Fellowship programmes for both newly qualified GPs and Nurses that provides them with a supported transition into the Practice with development and support from experienced Mentors.
- Academic Fellowships that enable GPs to develop specialist skills in areas of interest whilst undertaking their clinical roles.
- Mentorship support for Clinicians out in practice to support resilience.
- Offers of Clinical Supervision funding for new roles within Primary care.
- Working with practices to support workforce planning to identify new roles that can support practice populations.
- Funding opportunities to support clinical development of other roles within primary care such as advanced clinical practitioners and general practice assistants who can take on some of the work previously undertaken by GPs to free capacity within system.
- Working with practices to enable multi professional students to experience primary care. Since 2014 for example more nursing students have had the opportunity to work within the primary care arena and as a result, we have seen an increase in newly qualified nurses choosing to work there.
- Provision of funds to enable more apprenticeships to be undertaken within Primary Care.
- Communications strategy working with local councils and communities to raise the profile of the county and the area as a great place to work and live.

5.33 Every practice and Primary Care Network have access to Primary Care Training Hub resources and guidance. The Training Hub is run by a clinical leader and supported by a network of primary care staff with education and training experience who work closely with practices to support workforce priorities. They support recruitment, staff development, health and wellbeing and innovation.

[Kent and Medway Medical School \(KMMS\) Canterbury](#)

5.34 Canterbury Christ Church University and the University of Kent have opened a joint medical school in Canterbury, the first in Kent. This was granted government funding in March 2018 and opened in September 2020 with an initial intake of 100 undergraduates. Brighton and Sussex Medical School will act as a 'parent' institution to oversee teaching and organisation.

- 5.35 It offers a five-year undergraduate medical course (Bachelor of Medicine, Bachelor of Surgery BM BS). The first two years will be based at university (on the campuses of both universities in Canterbury), with 'early clinical placements' in primary and community care settings in Kent and Medway for one day each week. Years 3-5 are clinical years, with students placed in secondary care setting such as in hospitals in Kent and Medway.
- 5.36 The universities have promoted this new medical school as supporting local healthcare provision in Kent and Medway. It aims to work with local health organisations and address workforce shortages by developing doctors in specialities that are under-represented, with placements in community, primary and hospital care. The placement model places students in community-based 'hubs' in their first two years and it begun in September 2020. Feedback from the first cohort of medical students has been very positive and has been fed back to primary care given the commitment and support shown by practices to support our future Doctors.
- 5.37 To date (November 2021), 24 of the 42 Primary Care Networks across Kent and Medway are currently hosting medical students and work is underway by the Training Hubs in conjunction with KMMS to increase this further. In the East Kent, just over half, (10 of the 17) PCNs host medical students. The first undergraduates will graduate with degrees in Bachelor of Medicine and Bachelor of Surgery in 2025. To become GPs, they will then need to complete two years of foundation training followed by three years of specialist GP training. The universities have not yet detailed what postgraduate training they will develop.

The Role of Otterpool Park

- 5.38 There are four key challenges which have been raised in respect to GP recruitment in rural areas in the UK:
- The need for partners and other family members to be able to find work where GPs are posted
 - The desire for GPs to work in larger, dynamic practices where there may be opportunities for continued learning or specialisation
 - The relative likelihood for GPs to stay in the area where they trained (which means that places without any medical training facilities may struggle more to recruit.)
 - The need for high quality places to live.
- 5.39 Otterpool Park presents an opportunity to attract GPs to FHDC. The new homes will provide a wide range of possible options for GPs and other health and care staff to rent, part own or own their homes. The setting of a Garden Town will provide a high quality environment which will attract skilled workers, including healthcare professionals. The employment space that will be delivered on-site, as well as the good transport connections, will help to ensure partners and families will also have employment opportunities.
- 5.40 Opportunities for education and training to be supported within the Otterpool Park Health Centre will be considered as plans are further developed.
- 5.41 The Otterpool Park LLP has also developed a housing strategy that includes specific housing delivery models and tenures that are designed to be appropriate for Key Workers, which would

help to make the area even more attractive for future residents with relevant health and social care skills. More detail is set out in the Housing Strategy.

The Otterpool Park Health and Wellbeing Steering Group

- 5.42 A Health and Wellbeing Steering Group, drawing representation from partners across the east Kent place based partnership, could be established to ensure that the appropriate stakeholders are able to inform and shape the commissioner decision making process from now until delivery.
- 5.43 The LLP will convene this group if it is agreed to be a useful and appropriate measure as part of delivery.

The Section 106

- 5.44 The Section 106 Agreement will set out the legal terms under which GP surgeries will be funded and delivered and under which land and/or buildings will be leased to operators. It will set out the obligations committed to by the CCG and the LLP.
- 5.45 The Section 106 agreement will:
- Establish the legal definition of the GP surgeries, buildings and/or land for a medical centre.
 - Establish a GP Site Specification including access and servicing arrangements.
 - Establish the terms under which the lease or freehold of the GP land will be transferred and to which parties.
 - Establish the approach to trigger dates for buildings, land and/or funds for the delivery of required capacity.
 - Establish the legal process under which this land or floorspace will be released, if not required.
 - Establish the scale of payments for facilities and if and where these will be applicable; the indexation rate that will apply to any such payments.
 - Set out FHDC and the CCG's covenant with respect to progressing matters related to delivery of land and/or buildings for primary medical care (General practice) services.

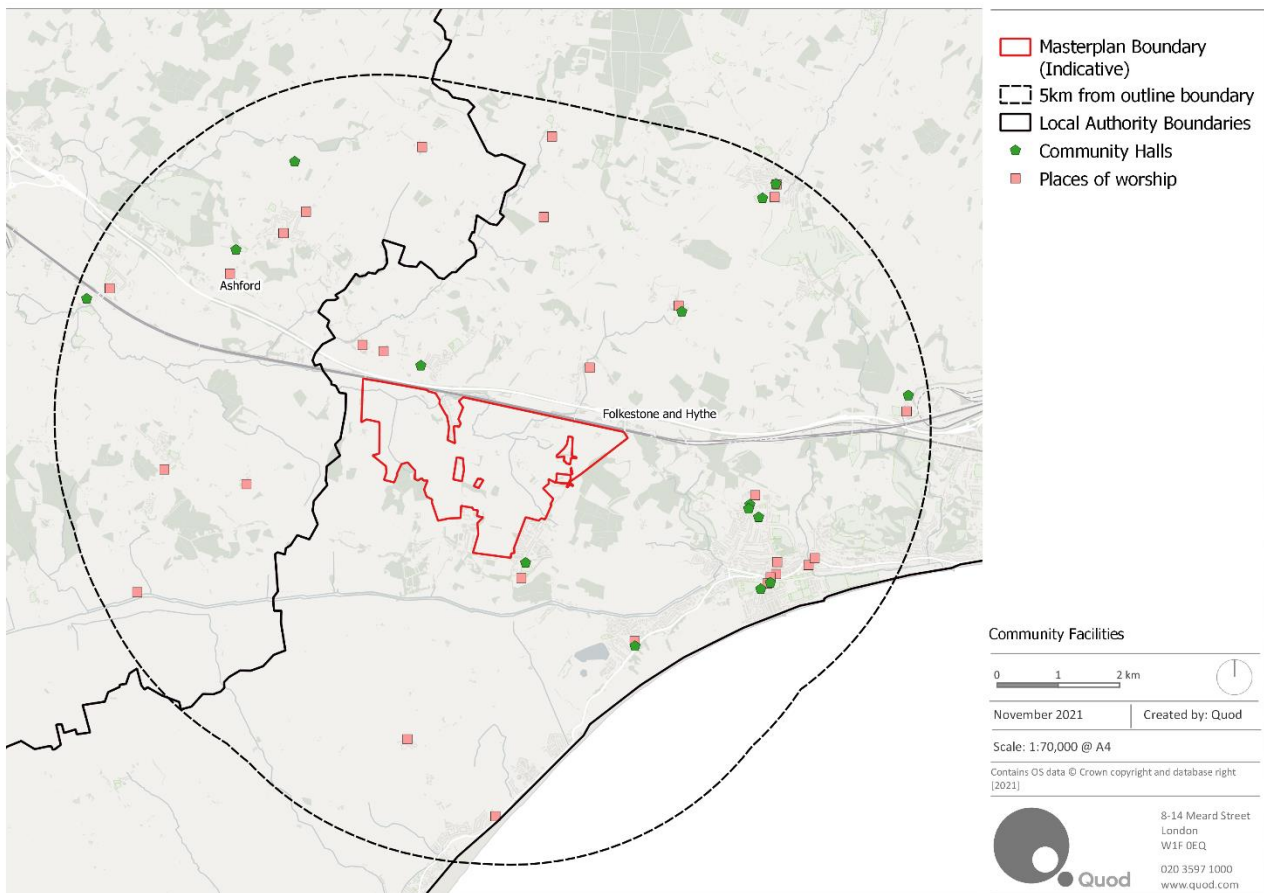
6 Community Uses

- 6.1 The LLP, KCC and FHDC are working in partnership to draw up and agree a Section 106 package that looks at community development in the round, which will include both the physical infrastructure and funding to deliver the breadth of facilities and services that will support health, wellbeing and quality of life for Otterpool Park's residents.
- 6.2 The details of this package are still to be determined and some elements will remain flexible to respond to what the community needs as phases come forward.
- 6.3 This section should be read in conjunction with The Governance and Stewardship Strategy which sets out the principles for how community assets will be managed and maintained. This could include trust ownership of some community centres/halls and endowment of income-generating assets to support costs of staffing of these facilities and their maintenance. Further relevant detail is also included in the next section on Community Development.

Baseline

- 6.4 Otterpool Park Garden Town will be a new town within a historic area. There are a number of established communities close to the Otterpool Park Outline Planning Application Area, from historic villages with ancient Roman roots like Lympne to established towns like Hythe.
- 6.5 Figure 6.1 below shows existing community halls and places of worship within 5km of the Masterplan Area. There are currently 14 community halls and 28 places of worship within 5km of the Masterplan Area.

Figure 6.1: Community facilities



- 6.6 Several local community halls are located in surrounding areas. The two nearest halls are the Sellindge Village Hall and the Lymgne Village Hall. These are run by Sellindge and Lymgne Parish Councils respectively and are available to hire for community uses. For example, regular activities in Lymgne Village Hall include parish council meetings, karate, table tennis, dance and youth club meetings. There are also a large number of places of worship serving multiple congregations, including several historic parish churches.
- 6.7 Evidence from community consultation has demonstrated that the existing community halls are successful and popular. The proposals at Otterpool Park should not aim to compete with these facilities but to provide alternative or complementary facilities that can be used by new and existing community groups.

Expected Demand

- 6.8 There are no set metrics for how much community floorspace needs to be delivered to meet the needs of a new community. A benchmark of 0.15-0.30 sqm per person can be used to calculate the need for community space. This equates to a small 100 sqm village hall per 650 people – or 3,750 sqm - 7,500 sqm for 10,000 homes. The Development Specification for Otterpool Park includes up to 21,000 sqm GEA of flexible community use floorspace. The shared use of school halls and other facilities can also provide excellent facilities for the community to meet, to hold events and to provide services such as adult education.

Proposed Approach

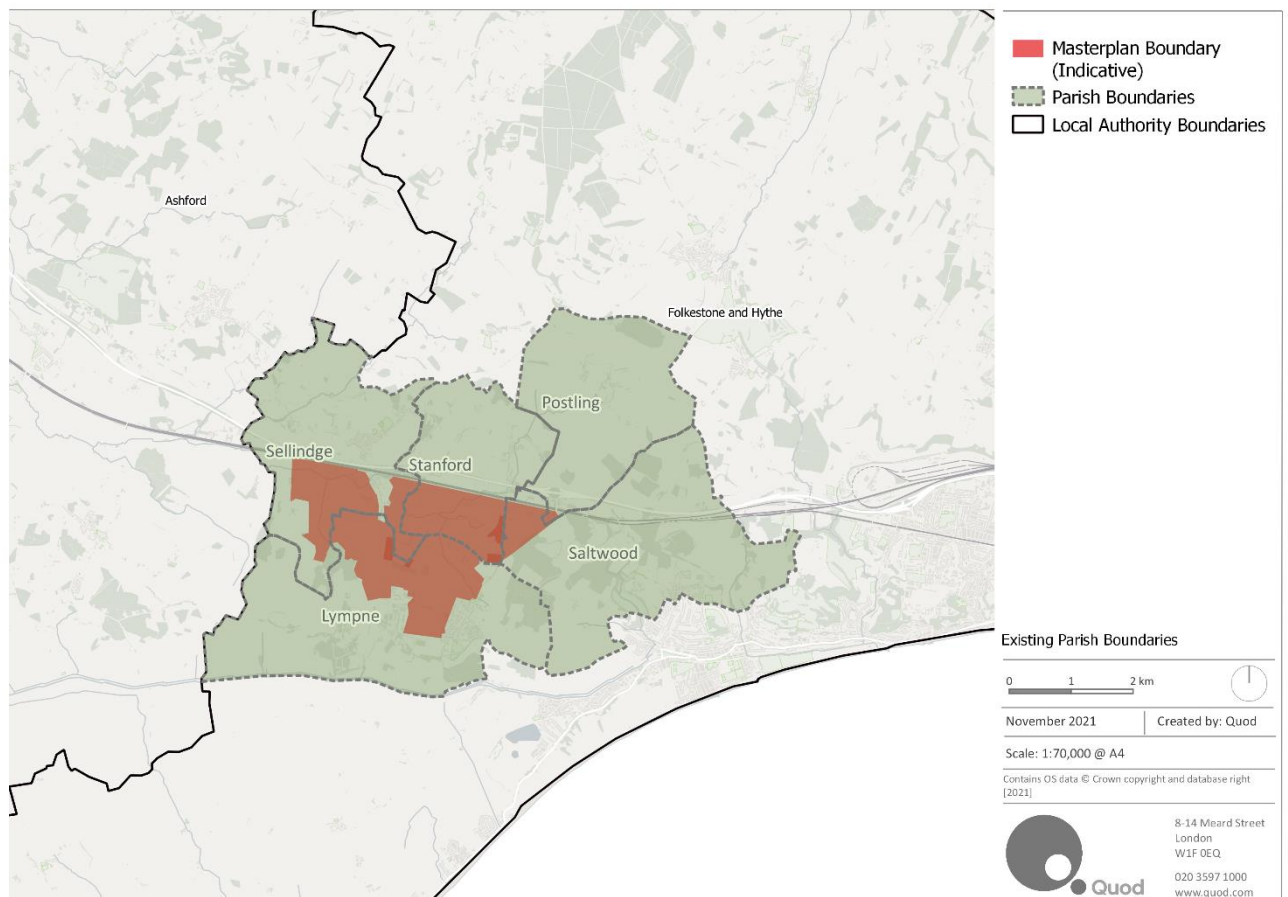
- 6.9 In general, the management, flexibility and sustainability of community floorspace is more important than size or number of buildings. It is important to work with the community and with public, private and voluntary sector stakeholders to understand community needs and to carefully plan what facilities are needed, who will use them and how they will be funded (and allow for how this could change over time).
- 6.10 At this stage in the planning process, it is too early to have a detailed understanding of these needs. Therefore, the Development Specification includes a broad allocation of floorspace which could be used for community use. Relevant community uses could include:
- A community hall;
 - A place of worship;
 - A youth centre;
 - An education centre/training centre/library;
 - Exhibition or archive space for local heritage and archaeology; or,
 - Workspace.
- 6.11 FHDC has also commissioned feasibility work on the potential to relocate the civic centre to Otterpool Park. This would provide an opportunity to co locate community facilities and services within the town centre.
- 6.12 The detailed planning process will require the LLP to engage with the FHDC, KCC, local parish councils and other local stakeholders and future operators to understand need at the time of delivery. The Community Development Strategy, which is being prepared as part of the progression toward the OPA will also inform this. The primary objective of the approach at Otterpool Park is to ensure that any community floorspace:
- Is flexible to meet a wide range of needs or changing needs over time;
 - Is sustainable, with long term management, maintenance and funding considered and secured as part of the Long Term Stewardship of the Garden Town as a whole;
 - Does not threaten the sustainability of existing successful community facilities – working with them rather than competing with them;
 - Involves the local community in decisions; and,
 - Considers opportunities to use existing community capacity (such as successful existing community organisations) to help to get the new facilities started and build on local experience especially in early years.

7 Community Development

Baseline: Parish Councils

- 7.1 Otterpool Park will cross the boundaries of several current Parish Councils (see Figure 7.1).
- 7.2 The Parish Councils have the potential to have a role in the management of assets, particularly recreational assets and open space, within their areas. There is also the potential in the longer term for a review of local governance arrangements to reflect the growth of the Garden Town including changes to parish boundaries or the creation of a new Town Council. More detail about this potential and this process is set out in the Governance and Stewardship Strategy.
- 7.3 Parish Councils will have a role in community development but not on the scale of the growth planned for Otterpool Park. The LLP therefore commits to agreeing, funding and implementing a bespoke community development strategy to supplement the roles of the Parish Councils and the Governance Body, especially in the early years of development when the community will not have the critical mass to naturally generate sports and social clubs, and recognising the need to signpost to services such as health, housing and social care.

Figure 7.1: Parish Councils



Proposed approach

- 7.4 A new development on the scale of Otterpool Park will create many new opportunities for existing and future residents to form new associations and shape their home. In all likelihood, this activity will, in early years, require some support to get going. New residents could also face some challenges before all the services and facilities are up and running, while the construction of parts of the site is ongoing, and before they form support networks of local friends and family. The LLP is therefore committed to drafting, implementing and funding a Community Development Strategy, including the appointment of a Community Development Manager.
- 7.5 The Community Development Strategy will be drawn up in more detail as part of drafting of the Section 106. It is expected that it will have eight core aims, subject to further engagement with stakeholders:
- To secure the appointment of a Community Development Manager (and other supporting staff if required).
 - To facilitate associations between new residents.
 - To encourage positive relationships between new and existing residents.
 - To liaise with residents on matters relating to the phasing of development (including monitoring and triggers for new community facilities); managing construction impacts (including providing an effective means for raising and tackling concerns).
 - To bring together stakeholders, the LLP, the local authorities and service providers to deliver joined up services, especially for the pioneer residents.
 - To encourage and empower residents, especially hard to reach groups, to shape their own community by engaging with the Governance Body.
 - To have a role in maintaining and managing community assets, such as community halls/community centres.
 - To direct S016 funding and apply for grant funding (or support the community to), to achieve these aims.
- 7.6 The job description for the Community Development Manager (and other supporting staff if required) will be drawn up in partnership with FHDC and the Governance Structure and as part of a programme of workshops and engagement with key stakeholders, but is likely to include the following remit:
- Organise events to facilitate community relationships.
 - Raise awareness of events, services and facilities.
 - Have an active role in engaging with strategy and monitoring groups especially concerning the phasing of new facilities e.g. the Education Monitoring Group and Transport Monitoring Group.
 - Have input into the design and management arrangements of early/ temporary community facilities.
 - Liaise with and share information between key stakeholders (school operators, GPs, leisure and sports operators, social care services, the LLP and the Governance Structure, for example) to identify resident needs, community issues and opportunities;

foster lasting partnerships with these stakeholders to provide a sustainable, joined up service delivery strategy for the Garden Town.

- Co-ordinate resident suggestions and feedback on community matters (including relating to construction impact management) and direct these to the appropriate body.
- Work with the Governance Structure to identify ways to maximise positive engagement; seek opportunities to widen participation of under-represented people.
- Influence decisions on investing funds available through the Section 106 and the Governance Structure. It is assumed that the Governance vehicle will have some community development staffing funds and apply for revenue and grants to run community projects (and/or support community groups to do so) and manage, maintain and staff community assets such as community halls.
- Foster good relationships between new and existing residents (in neighbouring villages) but facilitating discussions, promoting shared use of services and tackling complaints/issues.

7.7 Implementing a community development strategy needs to be a collaborative process. In agreeing the strategy, the LLP will continue to engage with local service providers and the authorities on what the key challenges and opportunities for Otterpool Park will be and will shape the strategy accordingly. It will also consider how the role of community development worker will sit within a wider community service team, for example community engagement in heritage activities and travel plan coordination.

7.8 Drafting and agreeing the full strategy will involve meetings, engagement and workshops with key stakeholders to ensure the potential challenges and opportunities for the new community are considered in the round. Stakeholders engaged in the strategy may include representatives from: public health; social care; education and children's services; churches and religious or community groups; Parish Councils, the NHS/local GPs; youth and children's groups (the Scouts, for example).

7.9 The full strategy will be submitted to FHDC for approval as a pre-commencement condition or as part of the process of agreeing the S106.

7.10 The full strategy will need to reference to milestone years (for example at 1 year, 3 years, 5 years, 10 years) and how the role of the Officer and the community's needs will change over this time and how the Strategy can evolve to these needs. It will also make use of case studies and example where these are instructive in setting the strategy at Otterpool Park.

8 Conclusion

- 8.1 The Tier 1 Community Development and Facilities Strategy for Otterpool Park responds to the aspirations in the Otterpool Park Development Charter, including its Development Principles.
- 8.2 It combines the strategies for the physical provision of key infrastructure, especially schools and health care facilities, with commitments to fund a Community Development Manager to ensure that current and future residents, especially the pioneer residents, make the most of their new homes. The Community Development Manager will empower residents to play an active role in shaping their neighbourhood, foster good relationships and help tackle any challenges related to phasing and construction impacts.
- 8.3 This Tier 1 strategy should be read alongside the Governance and Stewardship Strategy to understand the comprehensive approach that the LLP is committed to support the future community at Otterpool Park.
- 8.4 This is the first stage in the LLP's long term commitment to community development and will form the foundation of further commitments made through the establishment of the Governance Body, the signing the Section 106 agreement of mitigation measures and through the drafting and agreement of the full Community Development Strategy.

Appendices

Playing Pitch New Development Calculator

This calculator uses information from the [Folkestone & Hythe](#) playing pitch strategy assessment work to help estimate the demand for pitches that may be generated from a new population.

The calculator is based on a template provided by Sport England and can be used in two ways:

1. To estimate the demand from population growth within a given area so it can be fed into the development of a playing pitch strategy
(e.g. to help assess how the demand from future population growth can be met to aid scenario testing and development of the strategy recommendations and action plan);
2. To estimate the demand from proposed developments after a playing pitch strategy has been completed
(e.g. to aid assessment and discussion at the pre-application and planning application stages for proposed residential developments).

In line with Sport England's playing pitch strategy guidance the calculator estimates demand in match equivalent sessions.

The user should look at the results alongside the playing pitch strategy assessment work, and relevant strategy recommendations and actions, to determine the most appropriate way of meeting the estimated demand.

It may be decided that the estimated demand should be met by the creation of new playing pitches on new sites. If this is the case then the calculator also provides an estimation of the number of pitches this may require along with associated indicative costs.

An explanation of the how the calculator works along with the detailed workings are provided in the final two sheets of this document.

Playing Pitch Demand Calculator

Note: Before the calculator can work it requires certain data from the authority's playing pitch strategy assessment work to be entered - see 'PPS Data' sheet.

PART ONE: Local Authority and population details

1. Select the local authority from the list.

Shepway

2. Enter the total population of the local authority.

112,600

3. Enter the new population to estimate the demand for.

24,000

PART TWO: Estimated demand in match equivalent sessions a week (a season for Cricket)

Adult football =
Youth football =
Mini soccer =
Rugby Union =
Rugby League =
=
Hockey =
Cricket =

4.15
6.61
3.84
1.41
0.00
=
2.45
92.89

PART THREE: Determine the most appropriate way to meet the estimated demand

1. Look at the location of the new population alongside the results of the playing pitch strategy assessment work.
2. Understand the nature of playing pitch sites within an appropriate catchment of the new population and issues in the area.
3. This may lead to suggestions of one or more ways of meeting the estimated demand, such as:
 - a. Enhancing existing pitches to increase their capacity and ensure adequate maintenance to maintain the higher use;
 - b. Securing greater community access to sites and undertaking any necessary works to allow for such use to occur;
 - c. Providing new playing pitches on new sites (natural or artificial grass pitches).
4. When deciding on the most appropriate way of meeting the estimated demand regard should be had to the Government's regulations, policy and guidance regarding the Community Infrastructure Levy (CIL) and the use of planning obligations.

[Link here](#) to the CIL section of the Government's Planning Practice Guidance.

PART FOUR: Estimated demand in new playing pitches

It may be decided that the estimated demand should be met by the creation of new natural and/or artificial grass pitches. If this is the case then an indication of the number of new pitches that may be required to meet the estimated demand is provided below. This is based on providing natural grass pitches for football, rugby and cricket and new artificial grass pitches for hockey.

An estimate of the associated costs for providing this level of new pitches is also provided. Please note these are indicative costs only and appropriate local work should be undertaken to determine more accurate costings.

		Capital Cost	and a total life cycle cost (per annum)
Adult Football	4.15	£413,166	£74,511
Youth Football	6.61	£541,158	£97,131
Mini Soccer	3.84	£89,930	£16,141
Rugby Union	1.41	£190,035	£34,759
Rugby League	0.00	£0	£0
Hockey	0.61	£555,610	£14,721
Cricket	2.12	£668,351	£115,390

[Source of costs: Capital Cost - Sport England Facilities Costs Second](#)

[Lifecycle Costs - Sport England Life Cycle Costs Natural Turf Pitches and Artificial Surfaces April 2012](#)

Total = 18.75 pitches at a capital cost of £2,458,249 and a total life cycle cost (per annum) of £352,654

Adult Football =	4.15	pitches at a capital cost of	£413,166	and a total life cycle cost (per annum) of	£74,511
Youth Football =	6.61	pitches at a capital cost of	£541,158	and a total life cycle cost (per annum) of	£97,131
Mini Soccer =	3.84	pitches at a capital cost of	£89,930	and a total life cycle cost (per annum) of	£16,141
Rugby Union =	1.41	pitches at a capital cost of	£190,035	and a total life cycle cost (per annum) of	£34,759
Rugby League =	0.00	pitches at a capital cost of	£0	and a total life cycle cost (per annum) of	£0
Hockey =	0.61	pitches at a capital cost of	£555,610	and a total life cycle cost (per annum) of	£14,721
Cricket =	2.12	pitches at a capital cost of	£668,351	and a total life cycle cost (per annum) of	£115,390

Sport Facility Calculator

The Sports Facility Calculator (SFC) is a planning tool which helps to estimate the amount of demand for key community sports facilities that may be generated by a given population. The SFC is hosted on the Active Places Power website - <https://www.activeplacespower.com>.

The SFC results presented below are based on the following criteria:

Area of Interest:	Folkestone and Hythe	Population:	138,000
Population Profile:	Folkestone and Hythe	Date generated:	16/03/2020
Build Costs:	Q2 2019	BCIS:	July 2019
Population:	Projection for 2019, based on 2011 Census data and modified by 2016-based Subnational Population Projections for Local Authorities. Adapted from data from the Office for National Statistics licensed under the Open Government Licence v.3.0. London boroughs modified by GLA 2016-based Demographic Projections - ward projections, SHLAA-based, © Greater London Authority, 2017.		

**REPORT BASED ON 138,000 TOTAL FOLKESTONE & HYTHE POPULATION.
CURRENT POPULATION (2018) - 113,000
ESTIMATED OTTERPOOL PARK POPULATION - 25,000**

Facility Requirements:

Artificial Grass Pitches	
Demand adjusted by	0%
Pitches	3.58
vpwpp	2,650
Cost if 3G	£4,041,803
Cost if Sand	£3,653,953

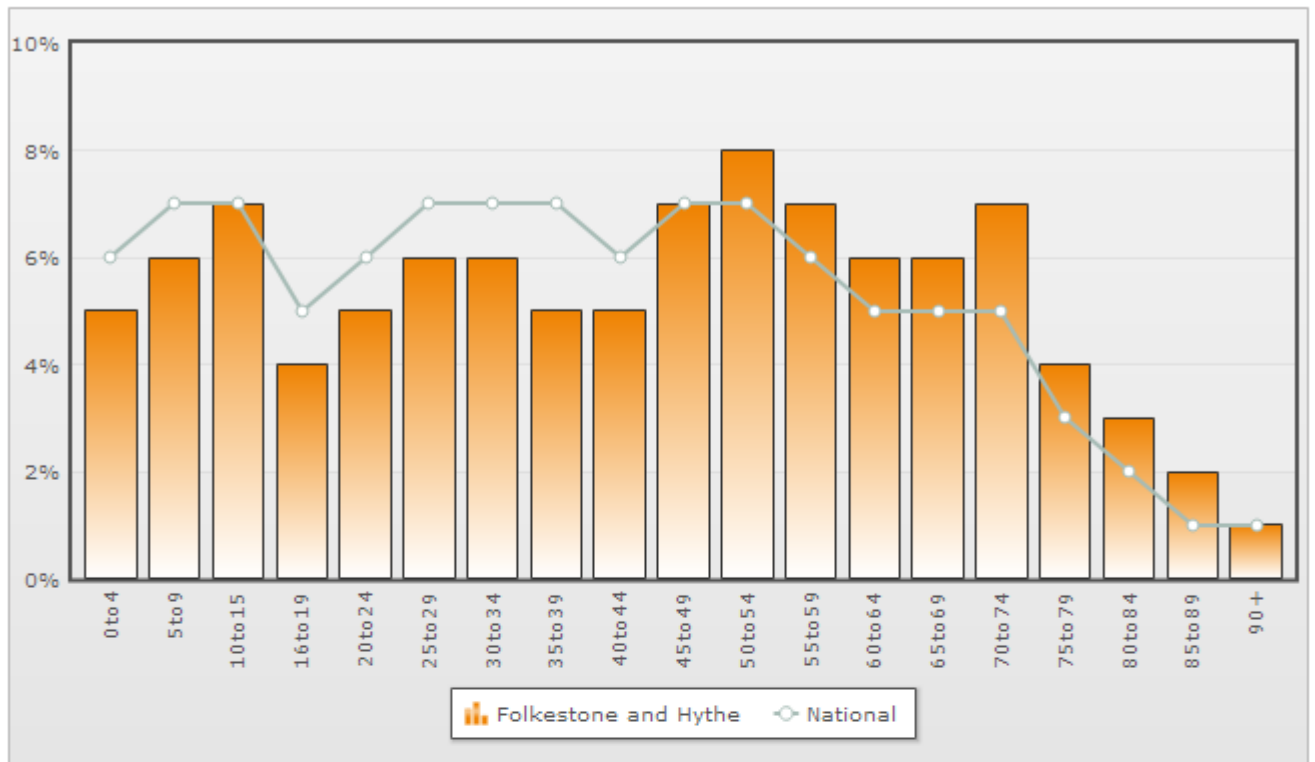
Sports Halls	
Demand adjusted by	0%
Courts	36.76
Halls	9.19
vpwpp	10,706
Cost	£25,932,507

Swimming Pools	
Demand adjusted by	0%
Square meters	1,357.99
Lanes	25.56
Pools	6.39
vpwpp	8,180
Cost	£27,571,123

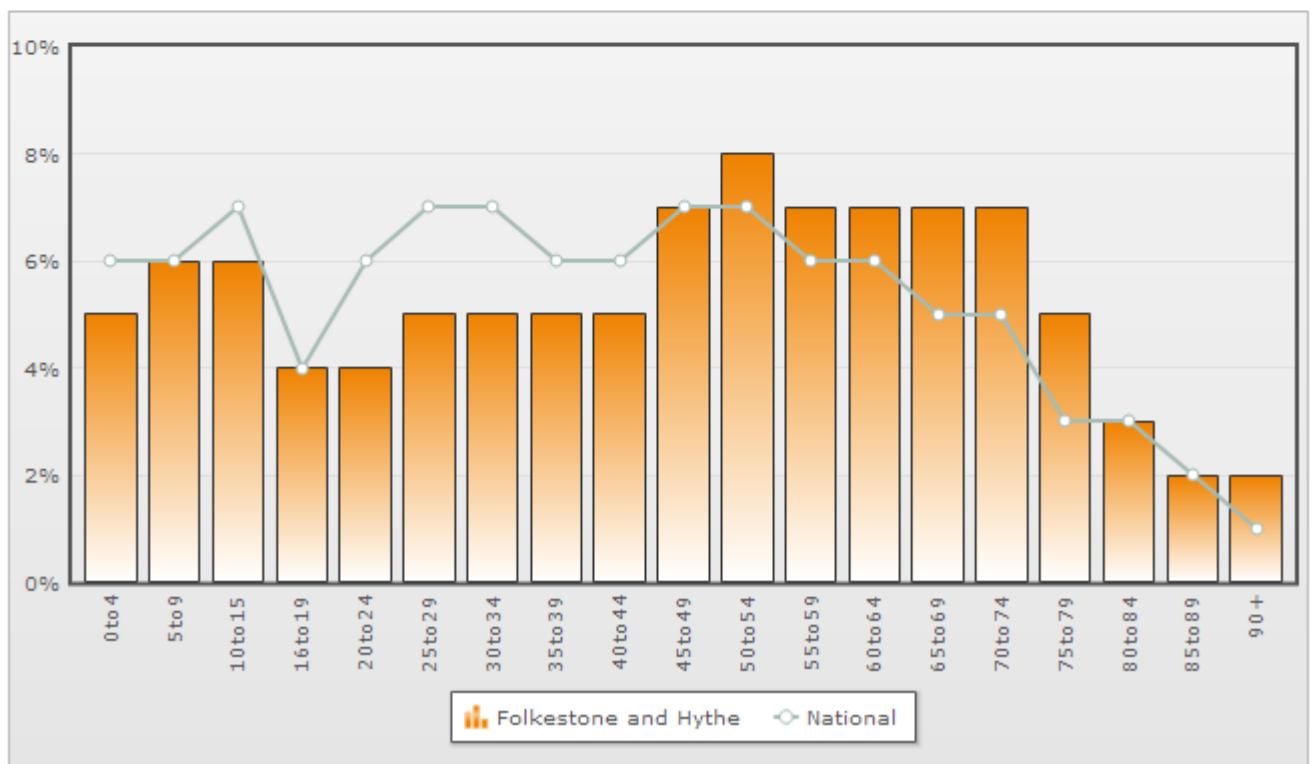
Population Profile:

AOI Age / Gender	Folkestone and Hythe		National	
	Male	Female	Male	Female
0to4	5%	5%	6%	6%
5to9	6%	6%	7%	6%
10to15	7%	6%	7%	7%
16to19	4%	4%	5%	4%
20to24	5%	4%	6%	6%
25to29	6%	5%	7%	7%
30to34	6%	5%	7%	7%
35to39	5%	5%	7%	6%
40to44	5%	5%	6%	6%
45to49	7%	7%	7%	7%
50to54	8%	8%	7%	7%
55to59	7%	7%	6%	6%
60to64	6%	7%	5%	6%
65to69	6%	7%	5%	5%
70to74	7%	7%	5%	5%
75to79	4%	5%	3%	3%
80to84	3%	3%	2%	3%
85to89	2%	2%	1%	2%
90+	1%	2%	1%	1%
Total	100%	100%	100%	100%

Male Population by Age group



Female Population by Age group



DISCLAIMER: Sport England has made all reasonable endeavours to ensure the accuracy of the material contained in the Sport Facility Calculator. The Calculator has been produced in good faith and Sport England does not accept any liability that may come from the use of it. The use of the Calculator is entirely at the user's own risk and Sport England does not accept any liability caused from its use. SFC uses: BCIS (November 2014), Build costs (Q1 2015), and Population: 2011 Census data modified by interim 2012-based subnational population projections for 2015. London Boroughs modified by © GLA 2013 Round Demographic Projections.

Otterpool Park

population (15+)

catchment

latent demand

16,031

3
mile
radius

1,521

dominant mosaic group

25%

E

Senior Security

Elderly people with assets who are enjoying a comfortable retirement



Key Features

- Elderly singles and couples
- Homeowners
- Comfortable homes
- Additional pensions above state
- Don't like new technology
- Low mileage drivers

Who We Are



dominant mosaic type

11%

E19

Bungalow Haven

Peace-seeking seniors appreciating the calm of bungalow estates designed for the elderly



Key Features

- Elderly couples and singles
- Own their bungalow outright
- Neighbourhoods of elderly people
- May research online
- Like buying in store
- Pre-pay mobiles, low spend

Who We Are



key competitors

- Hythe Imperial Health Club
- (Planned) Hythe Leisure Centre

number of gyms
in the catchment

1



Otterpool Park (Folkestone) Assessment of Latent Demand for Fitness

We have set out to assess the potential demand for fitness at a new-build leisure centre near Folkestone. The new facility will be part of Otterpool Park, a proposed new garden town located in the Kent countryside. Up to 10,000 new homes will be built over the next 25 years, supported by schools, shops and other community amenities.

We understand that a leisure centre will be included in the plans. Facilities at the centre are likely to include a fitness gym, 25m swimming pool, 4-court sports hall and at least one group exercise studio (possibly two).

New roads will be put in to support the new garden town. Because of this, we have opted not to base our reports on a drive time around the site, as this would only consider the current road network in the area. For this reason, we have concentrated on a 3-mile radius around the new leisure centre and factored in the number and type of people living in the area, plus competing fitness gyms. This catchment area is shown on the competition map.

Within our latent demand estimate, we have made allowance for the new homes which are due to be built at Otterpool Park by 2030. We have also included a proportion of people who will travel more than 3-miles to use the new leisure centre.

Catchment Area & Demographics

Population in the immediate area is currently low as there are just a few small villages separated by green space. Within a mile of Otterpool Park, there are just over 1,200 people and this rises to just over 6,500 in 2-miles. A 3-mile radius is home to just over 18k people and of these, **16,031** are adults aged 15+.

A 3-mile radius around the new leisure centre includes all those in Westenhanger, Newingreen, Lypne, Stanford, Sellindge, Saltwood and Court-at-Street. It also includes those in Hythe and Palmarsh, on the coast, but does not reach Seabrook or Folkestone. The centre of Folkestone is over 5-miles to the east while the centre of Ashford is almost 8-miles to the north west.

The prominent Mosaic group in this catchment area is E (Senior Security); over 25% of people are classified as such, a figure which is more than three times higher than the national average. As the name suggests, this is the most elderly group of all; their average age is 75 and almost all are retired. Though few now have high incomes, most are still living independently in comfortable homes that they own.

Most of these group E households are located along the coast, in Hythe and Palmarsh, rather than in the villages around Otterpool Park. Two Mosaic types stand out within this group: Bungalow Haven (type E19) and Legacy Elders (type E18). Generally, those in Bungalow Haven are slightly younger with an average age of 73 (compared to an average age of 78 amongst Legacy Elders).

A montage of group E and the dominant type E19 is shown on the summary page. A montage of type E18 is shown overleaf.

There are two Mosaic groups which represent the rural nature of this catchment area: C (Country Living) and D (Rural Reality). Over 15% of people are classified as Country Living (almost 2.5 times higher than the national average) while more than 10% are classified as Rural Reality. These Country Living and Rural Reality households will be primarily in the small villages scattered across the catchment.

Country Living tend to be the more affluent of the two; these are well-off homeowners who live in the countryside often beyond easy commuting reach of major towns and cities. Some people are landowners or farmers, others run small businesses from home, some are retired, and others commute distances to professional jobs. Rural Reality are a mix of families, mature couples and older singles living in rural communities who generally own their relatively low-cost homes. Their moderate incomes come mostly from employment with local firms or from running their own small business.

There are two types that stand out within group C: C13 (Village Retirement – 8%) and C10 (Wealthy Landowners – 4.5%). Village Retirement consists of couples and singles aged 65+ who have chosen to move to the country for their retirement. They are comfortably off, having been well-educated and enjoying long careers in higher managerial positions.

E18 Legacy Elders
Time-honoured elders now mostly living alone in comfortable suburban homes on final salary pensions




Who We Are

Age 66+	Household Income £15k-£19k
90.5% 428	17.0% 214
Household composition Single	Number of children No children
72.2% 191	99.2% 138
Tenure Owned	Property type Detached
97.4% 151	37.4% 210

Key Features

- Oldest average age of 78
- Mostly living alone
- Own comfortable homes outright
- Final salary pensions
- Low technology knowledge
- Broadsheet readers

C13 Village Retirement
Retirees enjoying pleasant village locations with amenities to service their social and practical needs



Who We Are

Age 66+	Household Income £20k-£29k
76.7% 362	26.7% 130
Household composition Family	Number of children No children
40.0% 161	98.9% 137
Tenure Owned	Property type Named building
95.7% 149	26.0% 668

Key Features

- Retired couples and singles
- Larger village location
- Like to be self-sufficient
- Enjoy UK holidays
- Most likely to play cricket and golf
- Often prefer post for communications

Wealthy Landowners (type C10) are generally married couples over the age of 45 with older children. This well-heeled country set is a combination of rural grandees, successful farmers and affluent business-people. For some, this could be their second home.

In group D, the largest share falls into type D14 (Satellite Settlers – 7%). These are older working age people, mostly without children; they live in pleasant three-bedroom homes often on developments that have sprung up around larger villages. Many still work full-time and enjoy a reasonable standard of living. A montage of this type is shown overleaf.

There is another Mosaic group which contains elderly people (L – Vintage Value) and it is represented at higher than average levels in this catchment area. Over 11% are classified as such, compared to a national average of 5%. The majority here fall into type L51 (Aided Elderly) and these are people who live in specialised accommodation, designed for elderly people. Most are in their late 70s and 80s. Like the group E households, most of these are in and around Hythe.

C10 Wealthy Landowners

Prosperous owners of country houses including the rural upper class, successful farmers and second-home owners



Key Features

- High value large detached homes
- Rural locations
- Own several cars
- Most likely to own a horse
- Mature married couples
- Own both PC and laptop

Who We Are



D14 Satellite Settlers

Mature households living in expanding developments around larger villages with good transport links



Key Features

- Mature households
- Live in larger villages
- Close to transport links
- Own pleasant homes
- Online groceries
- Try to reduce water used in home

Who We Are



One other Mosaic group represented at above average levels is B (Prestige Positions). Over 9% are classified as such, compared to a national average of just 7%. These are some of the most affluent people in society, described as well-educated married couples who have reached senior and managerial positions in companies, or have accomplished professional careers. While some are mature empty-nesters or elderly retired couples, others are still supporting their teenage or older children.

The majority in this catchment are older couples; 4.3% fall into type B06 (Diamond Days). These are very well-off retired people, predominantly aged 66 or older, with many well into their 70s and early 80s. Despite their advanced years, they still choose to live in detached family homes.

As demonstrated by the demographics, this catchment population is older than average. The number of people in their 20s, 30s and 40s is significantly lower than average, as is the number of children.

All age brackets 50+ are represented at higher than average levels. Over 41% of the population are aged 60+, compared to a national average figure of just 23%.

L51 Aided Elderly

Supported elders in specialised accommodation including retirement homes and complexes of small homes



Key Features

- Developments for the elderly
- Mostly purpose built flats
- Most own, others rent
- Majority are living alone
- Have income additional to state pension
- Least likely to own a mobile phone

Who We Are



B06 Diamond Days

Retired residents in sizeable homes whose finances are secured by significant assets and generous pensions



Key Features

- Well-off retirees
- Spacious detached homes
- Comfortable retirement income
- Wide range of investments
- Check stocks and shares online
- Often take short breaks and holidays

Who We Are



Competition

There are currently no fitness gyms in the villages of Westenhanger, Newingreen or Lympne, where the new garden town will be located. In fact, there are no existing gyms within a 2.5-mile radius of the new leisure centre.

The closest gym is at Hythe Swimming Pool, almost 3-miles away. This is a Folkestone & Hythe District Council facility which opened in the 1970s; it has a 25m pool and teaching pool and a small (< 10 stations) gym. There are potential plans to replace this facility with a new build leisure centre approx. 1.5-miles along the coast (i.e. further away from Otterpool Park). The new centre would have a large gym, swimming pools and studios. We understand this is still in the early planning stages.

Close to Hythe Swimming Pool is the Hythe Imperial Health Club & Spa. Based at the Imperial Hotel, the leisure club has a 25-station gym, indoor pool, studio and spa facilities. Membership costs £49 per month.

The only other fitness gym within a 5-mile radius of Otterpool Park is Dynamix Leisure, an independent club on the outskirts of Folkestone. Facilities include a large 80-station gym and studio and membership costs £40 per month.

Folkestone is home to a number of facilities. Bannatynes is the premium option, at over £60 per month. It has a c. 50-station gym, 20m pool and two studios. There are also a couple of low cost gyms in the town: Pure Gym and TruGym. Pure Gym is the larger of the two and the newest entrant to the market (opened in April 2019). They charge between £20 and £25 per month.

The largest public sector facility is Folkestone Sports Centre. Facilities include a 65-station gym, two swimming pools, sports hall, studios, squash courts and dry ski slope. Membership costs £35 per month. The other public facility in Folkestone is Three Hills Sports Park. It offers a sports hall and a number of outdoor pitches, as well as a small gym available for £16 per month.

We understand that plans have been granted for new office space and a gym at Evegate Business Park in Smeth, just over 3-miles to the west of Otterpool Park and close to the M20. The business park is currently home to some shops, a pub, offices and a Pilates studio. No further details on the potential new gym are available at present.

Ashford, to the north west, is the next largest town and is home to several gyms and sports centres. The closest, at just over 7-miles away, are the Julie Rose Stadium (24-station gym and studio) and the Stour Centre (80-station gym, pool & studio).

Latent Demand

We have estimated the latent demand for fitness at the new Otterpool Park Leisure Centre to be **1,521** – this is the total number of members we feel could be achieved. This includes allowance for 25% of the total to travel from outside the estimated 3-mile catchment area.

It also includes allowance for the 3,375 new homes which are due to be built by 2030. We've estimated that these could house around 5,500* new adult residents, and these would be a captive audience for the new leisure centre. **It's likely that some households will contain two adults while others will contain one. On this basis, we would normally multiply the number of new homes by 1.5. However, we've increased this proportion slightly to allow for some adult children living at home with parents.*

We understand that once the garden town is complete, there could be around 10,000 new homes (in total). This could increase the potential demand for the leisure centre but is too far into the future for us to include within our latent demand report.

Theoretically, if we assume that these additional homes DO go ahead post-2030, there could be 6,625 more homes by 2046. Using the same calculation as above, these homes could house approx. 10,800 new adult residents. Assuming the same proportion as outlined in our latent demand report (10%), this could mean an additional 1,080 leisure centre members.