

# Apply to the levelling up fund round 2

## Submission details

Submission reference	LUF20414
Created time	Wed, 10 Aug 2022 09:07
Signed-in user	b745c671-fc63-4154-a456-3a6dd46e72f8

## What is the legal name of the lead applicant organisation?

The District Council of Folkestone and Hythe

## Where is your bid being delivered?

England

## Select your local authority

Folkestone and Hythe

## Enter the name of your bid

Folkestone - A Brighter Future

Does your bid contain any projects previously submitted in round 1?

No

## Bid manager contact details

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## Senior Responsible Officer contact details

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## Chief Finance Officer contact details

Full name	Charlotte Spendley
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## Local Authority Leader contact details

Full name	David Monk
Position	Leader
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## Enter the name of any consultancy companies involved in the preparation of the bid

We Made That LLP  
PRD Ltd  
Stockdale Ltd  
Civic Engineers Ltd  
Systra Ltd  
SWECO UK Ltd  
TLT Solicitors Ltd

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## Enter the total grant requested from the Levelling Up Fund

£19791819.00

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## Investment themes

Regeneration and town centre	100%
Cultural	0%
Transport	0%

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## Which bid allowance are you using?

Full constituency allowance

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## How many component projects are there in your bid?

1

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## Are you submitting a joint bid?

No

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## Grant value declaration

I am submitting a bid as a single applicant and can confirm that the bid overall does not exceed £20 million grant value

Tick to confirm

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## Gateway criteria: costings, planning and defrayment

I confirm that some LUF grant funding will be defrayed in the 2022/23 financial year

Tick to confirm

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Costings and Planning Workbook

Folkestone\_A\_Brighter\_Future\_LUF\_Single\_Project\_Costings\_and\_Planning\_Wkbook\_v1.5 Revised 290722.xlsx

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## Provide bid name

Folkestone - A Brighter Future

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## Provide a short description of your bid

Folkestone truly is 'a town of two halves' with pockets of severe deprivation around the centre and to the northeast of the town, but also some of the least deprived areas nationally too. This has resulted in a stark disparity in health, wellbeing and quality of life outcomes between local people. This project seeks to 'level up' Folkestone's town centre by supporting active travel, creating a high-quality environment that supports civic pride and reverses years of disparity in investment by transforming the fortunes of the towns primary retail areas. It includes the creation of a new public green space in the heart of Folkestone, with an improved bus station as the gateway to the town centre, improved active travel links from the train station, and a new hub to attract business and local enterprise in Folca – part of the former Debenhams building.

This video – Folkestone – A Brighter Future ( <https://www.youtube.com/watch?v=ov5DWQpJMBE> ) demonstrates the progress that Folkestone & Hythe District Council (FHDC) has made recently in bringing about change to the

district and the council's strong record of delivery. It also shows the considerable challenges facing Folkestone town centre and the crucial need for levelling up funding to address this.

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## Provide a more detailed overview of your bid proposal

Over recent years there has been rejuvenation in Folkestone around the harbour and Old High Street areas led by Creative Folkestone which has been hugely successful but has had limited direct impact on the town centre which suffers from high vacancy rates and a poor-quality urban environment. The Folkestone – A Brighter Future project seeks to address these issues through tackling the different challenges facing the town. Creative Folkestone, which has expertise and has been instrumental in establishing Folkestone as a hub for art and creativity, will work with Folkestone & Hythe District Council (FHDC) to engage artists in the proposed interventions to visually enhance the new public realm and wayfinding, to bring national and international attention to the project, give communities pride in the town and its developments and bring economic benefit through increased tourism.

The basis for the development of this project is the Folkestone Place Plan which was undertaken by FHDC in 2020. This link provides access to the plan and associated documents – Folkestone Place Plan.

There are three components to the Folkestone – A Brighter Future project - Station Arrival and Town Centre Connections; Improved Gateway to the Town Centre and Bouverie Square and Folca, Sandgate Road and Town Centre Public Realm. Each component addresses different issues facing Folkestone town centre.

Station Arrival and Town Centre Connections:

Research from the 2020 Folkestone Place Plan highlights the negative impact on the town of the legacy of the now 'over-engineered' highways system, which dates back to when Folkestone had a ferry port. This has a detrimental effect on the walking and cycling environment around the town centre and particularly affects the visitor journey from Folkestone Central station to the town centre and the harbour area. The project aims to improve the links from the train station for pedestrians and cyclists to encourage use of active travel and public transport and to improve connections for visitors and residents alike. The research also highlights the underwhelming sense of arrival around the station and lack of clear directions to the town centre. The project therefore includes wayfinding delivered in the form of art commissions and installations which will be overseen by Creative Folkestone. The Appendix 2 Project Design document shows the area of this project together with the proposed improvements on pages 13 to 16.

Improved Gateway to the Town Centre and Bouverie Square: This component of the project will unlock transformational change around the town centre. The focus will be to reconfigure the main bus station in the town centre and implement changes to the legacy gyratory road system to the north.

The bus station and gyratory road network is a remnant of the former port infrastructure and comprises a large swathe of land bordering the town centre which creates an oppressive environment for pedestrians and cyclists arriving from the north and the train station. The bus station is well used but does not provide a positive space for those arriving by bus. This currently occupies Bouverie Square which was formerly a garden square in the heart of the town. The project proposes to reconfigure the multi-lane gyratory system adjacent to the square to create a more pedestrian friendly road environment. This will free-up space to relocate the bus station along the reconfigured Middelburgh Square south road to create a pedestrian-friendly transport hub environment and enable Bouverie Square to return to its former use as a garden square. The Appendix 2 Project Design document shows the area of this project together with the proposed improvements on pages 20 to 23.

Footfall in the town centre has declined 16% in the past 4 years, a trend that was accelerated by COVID-19. The new Bouverie Square will create a public space to be proud of, that can be activated with events and other activities,

and which encourages residents and visitors to dwell in the centre, attracted by greenery and the integrated public art that the town has become renowned for. The suite of interventions will transform what is currently a barrier to the town centre into a welcoming gateway that will support inward investment and the wider rejuvenation of the town centre. This includes the potential redevelopment of the Saga owned office building to bring it back into employment use.

Folca, Sandgate Road and Town Centre Public Realm: This element of the project aims to rejuvenate the core of Folkestone Town Centre to capitalise on the transformational change that the Improved Gateway component of the project will bring to this area. The town centre currently suffers from 14.7% vacancy of retail units, most of which are in the Sandgate Road pedestrianised high street. A key component of this is a 'town lab' which will encourage and bring new and experimental uses into the town centre. This is proposed for the refurbished Folca building, which is the former Debenhams building at the heart of the town centre that was acquired by FHDC in 2020. The phased refurbishment of this building will bring a currently redundant building back into use in the town centre and reactivate this part of the high street. The Appendix 2 Project Design document shows the area of this project together with the proposed improvements on pages 32 and 33.

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## **Provide a short description of the area where the investment will take place**

The Folkestone- A Brighter Future project is centred on the town centre core of Folkestone and links to Folkestone Central station. Detailed description and designs for the projects are provided in Appendix 2. The map on page 6 in Appendix 2 shows the entirety of the area where investments will be made in the town centre and following this, there are detailed maps shown in relation to the different components of the project.

Pages 13 and 14 of Appendix 2 show where investments in the Station Arrival and Town Centre Connections component will be made to improve pedestrian routes between Folkestone Central train station and the town centre, along Station Approach, Cheriton Road and Cheriton Gardens. This will include widening footways, introducing greenery and Sustainable Urban Drainage (SUD) and improving junctions for pedestrians and cyclists along Cheriton Road and Cheriton Gardens, which are long residential streets with relatively wide carriageways and narrow footways. The investment will stretch up to and include Station Approach and all junctions along these routes. This part of the project will tie into and complement work already being delivered as part of an Active Travel award which is creating a dedicated cycle route along Cheriton Road but ending just before the Folkestone Central station area. This LUF investment will enable this to be extended past the station.

The maps on pages 20,22 and 27 of Appendix 2 show the Improved Gateway to the Town Centre interventions, including around Middelburg Square, Shellons Street and Foresters Way and Bouverie Square. This area forms part of a traffic gyratory system that was developed to serve the port and ferry services which no longer exist and have left an overprovision of road space with little provision for pedestrians to cross this hostile environment. Bouverie Square is mostly given over to the town centre bus station, which forms the heart of a well-used bus network. The bus station will be moved onto Middelburg Square (south side) and the north side of Middelburg Square will be made into a 2-way carriageway to improve bus priority. Shellons Street will also be made 2-way to allow Forresters Way to become public space where improved pedestrian crossings will improve accessibility to the town centre and create a better more pedestrian-friendly arrival space.

The map on page 32 of Appendix 2 shows investment for the Sandgate Road and Town Centre Public Realm component of the project. This will be focused on the main pedestrianised streets of Sandgate Road and Guildhall Street. Sandgate Road has suffered the most in the town centre from recent changes in retail habits and the impact of COVID-19 and is the location for retail multiples. The investment will include the refurbishment of the former Debenhams building, now known as Folca, on Sandgate Road. Guildhall Street has been on a low ebb for some time but has maintained good

occupancy due to its smaller units owned or managed by smaller landlords who have been flexible with lease arrangements. There will also be investment into the service streets to the north of Sandgate Road which will improve permeability in this area, as well as providing for play and sport, such as skateboarding.

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### Optional Map Upload

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### Does your bid include any transport projects?

No

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### Provide location information

#### Location 1

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Enter location postcode	CT20 1AE
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Enter location grid reference	TR 22627 35911
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Percentage of bid invested at the location	100%
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Optional GIS file upload for the location

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### Select the constituencies covered in the bid

#### Constituency 1

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Constituency name	Folkestone and Hythe
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Estimate the percentage of the bid invested in this constituency	100%
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### Select the local authorities covered in the bid

#### Local Authority 1

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Local authority name	Folkestone and Hythe
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Estimate the percentage of the bid invested in this local authority	100%
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### Sub-categories that are relevant to your investment

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Select one or more regeneration sub-categories that are relevant to your investment	Commercial
	Civic

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Select one or more cultural sub-categories that are relevant to your investment

Arts and Culture
Visitor Economy
Heritage buildings and sites

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Select one or more transport sub-categories that are relevant to your investment

Active Travel
Buses
Local Road

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## Provide details of any applications made to other funding schemes for this same bid that are currently pending an outcome

There are no other applications pending that relates to any of these schemes. An application was made under Active Travel tranche 2 that would have delivered some of the elements of the Folkestone - A Brighter Future project, but the award to KCC was insufficient to deliver this.

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## Provide VAT number if applicable to your organisation

GB 202376008

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## Bidders are invited to outline how their bid will promote good community relations, help reduce disparities amongst different groups, or strengthen integration across the local community

The project will bring increased civic pride amongst all residents in Folkestone particularly because of the better transport connections, improved public realm and new park that will be developed in the heart of the town. The improved connections between the Folkestone Central station and bus station to the town centre and the coast makes accessibility to the town centre difficult for those living in the more deprived areas and so this will reduce barriers helping to improve access to jobs and town centre services.

In line with Folkestone & Hythe's Equality and Diversity Policy, an Equality Impacts Assessment has been undertaken for the Folkestone – A Brighter Future project, which is Appendix 4. This considers whether there are any concerns at this stage which indicate the possibility of inequalities/negative impacts and also considers whether a particular protected characteristic be affected differently in either a negative or positive way.

The assessment indicates that 'there are no concerns at this stage which indicate the possibility of inequalities or negative impacts'. It comments that 'an extensive range of public engagement has been undertaken with a variety of stakeholders and local residents on the development of the Place Plan and its supporting projects that will positively support the overarching vision of the plan for the benefit of all those who live, work and visit Folkestone'.

A summary of the impacts on protected characteristics affected by the project are as follows:

### Disability

Positive impacts – All elements of the proposed projects will have a positive impact in improving accessibility for disabled people in the following ways:

#### Station Arrival and Town Centre Connections

The following issues have been identified with the current station arrival and connections to the town centre:

Confusing for pedestrians to know where fast traffic is coming from – change of priority in favour of pedestrians/cyclists would assist activation of active travel potential.

Parking and ponding issues currently make footways difficult to navigate and

cross side streets, especially for mobility impaired users and those with buggies.

One way nature of many existing roads causes higher traffic speeds - making crossing for pedestrian hard/dangerous with reduced visibility caused by on street parking.

The new proposals will benefit disabled people as the proposal is designed towards prioritising pedestrians over vehicular transportation.

Improved Gateway to the Town Centre and Bouverie Square

Current issues include:

Middelburg Square, Shellons Street and the bus station form a sequence of hostile, traffic-focused environments that act as a barrier to pedestrian movement to the north of the town centre

Circuitous routes across existing town centre streets to access bus station by pedestrians due to traffic Islands and fast moving vehicles.

Confusing for pedestrians to know where fast traffic is coming from – change of priority in favour of pedestrians/cyclists would assist activation of active travel potential/slow traffic down in town centre area.

Parking and ponding issues currently make footways difficult to navigate and cross side streets, especially for mobility impaired users

The new proposed upgrades will benefit those with disabilities as there will be a new large crossing point installed in front of the new Bouverie Square open space that will allow safe crossing of the road to access to this square and onwards access to the town centre. This is currently not present due to the domination of the active bus station. The redesigning of the road to accommodate two way moving traffic will help to reduce traffic speeds to provide a safer environment for disabled people and pedestrians as a whole. The crossing point at Shellons Street will also provide an alternative access to an improved pedestrianised area in Guildhall Street in order to access the town centre.

Folca, Sandgate Road and Town Centre Public Realm

Current issues include:

Narrow footways outside shops compared to widths of road and parking bays. On-street parking makes it difficult to cross unless at formal crossing points.

The proposals will create good pedestrianised access that is accessible to those with disabilities due step- free access to the vast majority of shopping amenities. The proposed public realm upgrades to incorporate a shared space that will address the narrow footways and formal crossing point on the approach to the junction of Sandgate Road and West Terrace will compliment and improve access to the existing pedestrianised part of the town centre and will be of clear benefit to those who are disabled.

Age

Positive impacts – The public realm improvements will be of benefit to all age groups, but especially those who are elderly as the focus of prioritising the pedestrian through new crossing points, improving footways and revising road layouts will enable elderly people safer access to the town centre. They will also benefit young families through the increase in play provision, and young adults by expanding the skateboarding offer beyond F51 into the town centre.

Pregnancy & Maternity

Positive – The public realm improvements will be a benefit to those who are pregnant or mothers with young children as the proposed projects highlight improvements to footways and road layouts that will reduce traffic speeds in order prioritise pedestrian movement to help create a safer environment when accessing and moving around the town centre

The assessment identifies that the project offers an opportunity to promote equality and/or good community relations as there has been an extensive public engagement to date, both with the development of the Folkestone Place Plan and the shaping of this LUF application. The success of the LUF application to provide funding for this investment will provide an excellent opportunity to continue with this engagement and will promote equality and good community relations.

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**Is the support provided by a ‘public authority’ and does the support constitute a financial (or in kind) contribution such as a grant, loan or guarantee?**

Yes

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**Does the support measure confer an economic advantage on one or more economic actors?**

Yes

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**Provide further information supporting your answer**

The Council has received advice from external solicitors TLT Solicitors and this is set out in Appendix 1.

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**Is the support measure specific insofar as it benefits, as a matter of law or fact, certain economic actors over others in relation to the production of certain goods or services?**

Yes

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**Provide further information supporting your answer**

The Council has obtained subsidy control advice from external solicitors (TLT Solicitors) to identify all subsidy control risks and solutions (see Appendix 1).

With respect to whether the financial assistance confers a benefit on any ‘economic actor’, this is determined with respect to each of the measures (and is outlined in Appendix 1).

A benefit would be considered specific where it benefits one or more enterprises with respect to the production of goods or provision of services (Section 2(1)(c), Subsidy Control Act 2022). With respect to the fourth test, any funding by government under the Grant can have an effect on the trade and investment between the EU and UK. It should be noted that where the parts (1), (2) and (3) of the test are met, the bar for whether part (4) is also met is usually low, and it is therefore likely to also be met. However, the definition of subsidy in the TCA (UK-EU Trade and Co-operation Agreement) requires a benefit to be provided to an ‘economic actor’.

The TCA defines an “economic actor” as an entity or a group of entities constituting a single economic actor, regardless of its legal status, that is engaged in an economic activity by offering goods or services on a market (Article 363(1)(a), TCA). The UK’s proposed Subsidy Control Act (which is due to come into force in the autumn) further enumerates on this via the definition of “enterprise” which is defined a person who is engaged in an economic activity that entails offering goods or services on a market (Section 7(1)(a) Subsidy Control Act). An activity is not to be regarded as an economic activity to the extent that it is carried out for a purpose that is not economic (Section 7 (2), Subsidy Control Act). Certain activities form part of a public authority’s responsibilities and, by consequence, the exercise of such activities does is not considered to be an economic activity for the purposes of subsidy control (paragraph 657, Draft Statutory Guidance). The Draft Statutory Guidance on the United Kingdom Subsidy Control Regime, 2022 states that public funding for infrastructure works which is not intended to be used to carry out a commercial activity will not fall within the scope of the Subsidy Control Act. The Draft Statutory Guidance further clarifies that in case of any funding used for infrastructural works related to roads, the same would not fall within the scope of the Subsidy Control Act if this infrastructure is not intended to be commercially exploited and is made available to the public to use for free (Paragraph 669, Draft Statutory Guidance).

In the case of the project, the Public Infrastructure Works would not constitute an economic activity under the Subsidy Control Act. These infrastructural works are being carried out by the Council in its capacity as a public authority and relate to the exercise of its public powers. The Public Infrastructure Works

are also primarily infrastructural works which are being undertaken for the benefit of the Folkestone community and are being offered to for free to the public. Undertaking these Public Infrastructure Works does not involve offering goods or services in the market and does not involve any commercial exploitation. Consequently, any funding for these Public Infrastructure Works falls outside the definition of a subsidy under the TCA and the Subsidy Control Act. It should be noted that any contractors engaged with to deliver the Public Infrastructure Works should be engaged with on market terms. The Council will procure contractors in line with procurement law; where this is done correctly, the risk of such contractors receiving a subsidy would be low.

With respect to Creative Folkestone, the Council will pass on some of the funding to Creative Folkestone in return for their advice on artistic inputs on the Public Infrastructure Works. As set out above, to constitute a subsidy, any financial assistance must confer an economic advantage to the beneficiary. The Subsidy Control Act states that a financial assistance confers an 'economic advantage' to an enterprise if the benefit is provided on terms that are more favourable to the enterprise than the terms that might reasonably have been expected to have been available on the market (Section 3(2), Subsidy Control Act). Since Creative Folkestone is a private commercial entity offering services on the market (regardless of any charitable status it has), it would constitute an economic actor for the purposes of subsidy control. Consequently, any assistance that is provided to Creative Folkestone could potentially be classified as a subsidy. To ensure that no unlawful subsidy is passed to Creative Folkestone, they will be engaged with on a commercial basis i.e., the engagement not be undertaken in a manner which is more favourable to Creative Folkestone than what it would have received otherwise on the market.

With respect to the bus stops, the beneficiaries of any funding from the Grant could include Stagecoach and any bus operators that would use the upgraded infrastructure provided by the Council.

With respect to Stagecoach, it could receive some benefits in the form of saved expenditure on account of the upgraded infrastructure. However, the Council does not seek to transfer any part of the Grant towards Stagecoach. The Draft Statutory Guidance provides that where there is an indirect advantage or an economic effect that is simply an inherent consequence of the financial assistance, the same does not constitute a direct or indirect benefit for the purposes of subsidy control (Paragraph 682, Draft Statutory Guidance). In the case of Stagecoach, no financial assistance from the Grant is being passed on. Any saved costs by Stagecoach is an effect of the upgraded infrastructure at the bus stops and therefore, it can be argued that this does not constitute an economic advantage that is being provided by the Council via the Grant.

In respect of the other bus providers, any bus operator can utilise the bus stops. If such a utilisation is pursuant to a financial arrangement i.e., bus operators pay the Council to utilise the bus stops, the infrastructural upgrades to the bus stops cannot be categorised a public infrastructure work. However, the Council can engage with any independent bus operators on a market basis so that no 'economic advantage' is conferred to them and consequently, any such funding would not be classified as a subsidy.

The legal advice (Appendix 1) identifies the works related to the mobility hub at the train station, including e bike/e-scooter hire, electronic vehicle (EV) charging point, a postal collection/drop-off point and secure cycle storage, as Minimal Assistance Works. These works will become part of highway infrastructure, though it is yet to be determined whether these will be managed by the Council or Southeastern. With respect to the postal collection/drop off point, the Council will use funds from the Grant to provide the infrastructure and potentially procure a postal company to run this. The TCA and the Subsidy Control Act both exempt certain kinds of subsidies from the purview of subsidy control provisions. Under the TCA, the subsidy control provisions do not apply to subsidies where the total amount granted to a single economic actor is below 325,000 Special Drawing Rights over a period of three fiscal years – as on July 29, 2022, this is approximately £352,704 (Article 364(4), TCA). Under the Subsidy Control Act, this amount has been set as £315,000 (Section 36(1), Subsidy Control Act). This is referred in Appendix as a Minimal Financial Exemption. The threshold applies vis-à-vis a subsidy granted to a "single

economic actor” and includes any minimal assistance or financial assistance provided over the last three fiscal years (under the Subsidy Control Act, this period has been defined as the current financial year and the two years preceding this). The legal advice indicates that the financial assistance provided for the Minimal Assistance Works could fall within the Minimal Financial Exemption. Therefore these Minimal Assistance Works can claim the Minimal Financial Exemption and consequently, any funding for these would fall outside the purview of subsidy control rules.

With respect to the Folca building, the Council aims to create local infrastructure to attract business and local enterprise in the building. The model for the operation and management for the Folca building is yet to be determined, but would be made available to businesses on an open and transparent basis. As the Folca building will be managed by an operator, there is a possibility that any funding from the Grant could flow to such operator so any engagement with the operator will be undertaken on a market basis and on commercial terms such that there is no ‘economic advantage’ is conferred on the operator. On this basis the Grant that is allocated to the Folca building would not constitute a subsidy (more details are available in Appendix 1).

The overall conclusion of the legal advice obtained is that certain measures which relate to improving public infrastructure may not fall within the definition of a subsidy since these can be categorised as open access infrastructure. Certain other works, particularly the EV charging point, the E-bike and E-scooter hire, the cycle storage facility, the postal collection/drop-off point may also fall outside the definition of a subsidy, since they fall under the minimum financial threshold for subsidies under relevant law. The remaining measures could constitute a potential subsidy if any of the funding received is passed on to private contractors or operators, but this can be avoided through various subsidy control solutions which include engaging with these private entities on a commercial basis and maintaining a separation of accounts between these various activities carried on under the project.

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## Does the support measure have the potential to cause a distortion in or harm to competition, trade or investment?

Yes

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### Provide further information supporting your answer

The Council has received external legal advice from TLT Solicitors and this is set out in Appendix 1.

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## Public policy objective principle

### Demonstrate below how your bid meets this principle

The Council has received external legal advice (see Appendix 1) which states that not all measures to be implemented using the grant will constitute a subsidy subject to the principles. Some elements may constitute subsidy (such as funding for the Folca building) while others will not, instead being deemed for example Minimal Financial Assistance or funding in relation to open access public infrastructure. However the following overarching, high level analysis has been carried out in relation to the subsidy control principles across the project. Each principle is addressed in turn by TLT Solicitors in Appendix 1. In relation to principle (i), Folkestone is characterised by several social and economic problems. The town has pockets of severe deprivation around the centre and the residents struggle with low incomes and high unemployment rates with crime prevalent in the area. In the Folkestone Central and Harbour wards, 30% of children live in low-income households compared to 20% across the Folkestone & Hythe District and 18% in the UK. The project aims to pursue specific policy objectives such as levelling-up the town centre, improving active travel links in the town as well as reverse years of disparity in investment by transforming the retail areas in the town.

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## Proportionate and limited principle

### Demonstrate below how your bid meets this principle

The project includes various works which seek to address some of the structural challenges that underpin Folkestone society. The Council has undertaken detailed costing for funding for the project under the grant being applied for. Based on these costings, the amount sought for each of the works under the project is limited and necessary to achieve the objective set out in the plans for the project.

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## Change of economic behaviour principle

### Demonstrate below how your bid meets this principle

The project envisages several changes to Folkestone including the refurbishment of the Folca building, provision of mobility hubs and improving pathways and wayfinding and improving cycling infrastructure. These changes are designed to ultimately benefit the local population by allowing them easier access to the town centre, make travel within the town more sustainable, as well as improve the health of residents by facilitating greater access to green spaces. The refurbishment of the Folca building will help to address the issue of declining employment by offering more than 100 jobs with many more with a flexible offer. The changes are varied and extensive in scale and would not be undertaken with only private participation and necessarily require government support.

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## Compensation of costs otherwise funded by beneficiary principle

### Demonstrate below how your bid meets this principle

Council funding is limited and the project cannot be undertaken by the Council (or any public or private sector entity) without funding being awarded from this LUF grant being applied for.

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## Appropriate policy instrument principle

### Demonstrate below how your bid meets this principle

The application of the grant for this project will help the UK government achieve its policy objective of levelling up different parts of the UK; without the grant the rejuvenation of Folkestone will stall and the public policy objective of providing better infrastructure and amenities will not be met. The needs of Folkestone are such that only investment via the LUF funding for this project as outlined in the application is sufficient to meet the town's requirements.

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## Competition and investment principle

### Demonstrate below how your bid meets this principle

The project consists of several measures that seek to bring about short- and long-term changes to Folkestone, with a focus on improving the social, cultural and economic foundation of Folkestone. The Government's LUF funding is designed to achieve a specific policy objective while minimising any negative effects on competition and investment in the UK. Any impact on the UK market would be outweighed by the positive policy changes that the funding for this project will bring about.

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## Net positive effects principle

### Demonstrate below how your bid meets this principle

The policy objective of the project is to foster community leadership, introduce greenery and sustainable drainage, encourage and enable local enterprise to grow, as well as reconfigure the road network and improve public transportation capacity. Any impact of this, particularly on trade and investment

with the EU, would be outweighed by the positive contributions that the project will make for the Folkestone community.

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## Will you be disbursing the funds as a potential subsidy to third parties?

No

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## Has an MP given formal priority support for this bid?

Yes

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Full name of MP	Damian Collins
MP's constituency	Folkestone and Hythe
Upload pro forma 6	Folkestone_A_Brighter Futurer_LUF Round 2 Pro formas V6.1 Proforma __MP support.docx

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## Describe what engagement you have undertaken with local relevant stakeholders. How has this informed your bid and what support do you have from them?

Engagement on the component projects included in this LUF application began over a year ago as part of the development of the Place Plan for Folkestone Town Centre. The engagement process for the Place Plan made a commitment to listening to the full spectrum of Folkestone's communities to ensure that the plan itself and the projects taken forward from it were guided by the views and priorities of strategic and delivery partners, businesses, community stakeholders and the wider public, residents and visitors. We Made That (consultant appointed by FHDC to lead on the development of the Folkestone Place Plan) held a variety of events and employed many communication methods to ensure that a wide range of opinions and voices were captured and presented. Focused workshops, one- to-one conversations, stakeholder meetings, a dedicated website and two public webinars were organised throughout the course of the Place Plan's development. The engagement approach was designed to provide multiple opportunities for interested parties to have their say in shaping the Place Plan and the team fed back how suggestions had been incorporated as the Place Plan developed.

During the development of the Place Plan, due to the circumstances of COVID-19 and government guidelines, all engagement activities were held online. To reach those who were not able to engage digitally, physical posters were placed around the Town Centre to advertise the event and a printed presentation and survey pack could be requested over the phone for those who could not attend the virtual webinars. The dedicated Place Plan section of the Council website was regularly updated with the webinar recordings and content, presentations, notes from workshops and engagement process updates. Workshops with local schools were set up to ensure engagement with young people and, to ensure the deprived communities were being reached, organisations representing these communities were engaged with, such as the Rainbow Centre.

More recently during the development of the LUF application, We Made That ran a further package of engagement to gain input from stakeholders, project partners and the public. This again included an in-person drop-in session in the town centre, an online webinar and survey. Figures from the engagement process to date are:

- 19 Workshops and Public Events
- 170 Detailed Conversations
- 168 Survey and Email Responses
- 361 Attended Public Events
- 645 Contacts Compiled

There has also been discussion of the project at on-going meetings with stakeholders and project partners, including presentations and discussions at regular forums in the district. These include the Folkestone Town Centre Partnership Board, chaired by Damian Collins, including key stakeholders such as Southeastern, Stagecoach, Kent County Council, Creative Folkestone, etc, the Folkestone & Hythe Business Advisory Board chaired by Geoff Miles which includes key business representative organisations such as the FSB and Kent Invicta Chamber, as well as key employers including Saga and Church & Dwight and numerous other smaller businesses operating in the district, the Folkestone Town Team and the Folkestone & Hythe Young Peoples Conversation forum. The feedback from this engagement has been used to shape the project designs in this application.

There has been close working with local stakeholders and partners involved specifically with the projects throughout the development of this application. Members of Kent County Council's highways team and Major Capital Programme Team have been on the Officer Steering Group for this application, there have been a number of meetings with Stagecoach on the new bus station design and with Creative Folkestone on inclusion of an artist commissioning strategy that relates to all elements of the project. We have full endorsement and support from these groups and from the Leader of Kent County Council to deliver the highways components of the project.

Evidence of engagement, letters of support and notes of meetings where the project was discussed is in Appendix 3

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## **Has your proposal faced any opposition?**

The detailed engagement of local people and organisations has meant that local groups are well-sighted on the project and have helped shape and define the direction of travel. The project responds directly to the top three priorities that emerged from the online survey -Station Arrival and Town Centre Connections, Improved Gateway to the Town Centre and Bouverie Square, and Sandgate Road and Town Centre Public Realm.

Inevitably some choices have had to be made from the project priorities that emerged from the Place Plan, due to amount of LUF funding potentially available and the need to provide a coherent package of interventions that unlock transformational change for Folkestone which would be impossible for the local authority to deliver without LUF funding.

Though there was general support for relocating the bus station to reclaim Bouverie Square as a new public space, there was some concern that the new bus stop locations would not be as accessible, and that interchanging would be more difficult. Traffic engineers Civic Engineers and Stagecoach have worked together to ensure that these concerns are mitigated and have designed a new bus station which is as compact as possible.

An Equalities Impact Assessment for the project has been undertaken by the council to consider whether the project will have any adverse effects on residents and no negative impacts have been identified (see Appendix 4).

Another concern was over the loss of car parking within the town centre, which initial designs from the Place Plan would have required. Again Civic Engineers responded to this by reconsidering the designs and Systra Ltd were commissioned by the council to undertake a Parking Review to examine the impact of the project. The Parking Review concludes that the project will not reduce car parking provision in Folkestone town centre and it will make car parking more accessible (see Appendix 5). The provision of EV charging facilities will also encourage more sustainable type of car usage.

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## **Do you have statutory responsibility for the delivery of all aspects of the bid?**

## Which parts of the project do you not have statutory responsibility for?

Folkestone & Hythe District Council does not have statutory responsibility for:  
Station Approach  
Cheriton Road  
Shorncliff Road  
Cheriton Gardens  
Shellons Street  
Middelburg square  
Bouverie Square  
Bouverie Place  
Sandgate Road  
Guildhall Street  
Albion Muse Road

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## Who is the relevant responsible authority?

Kent County Council is responsible for: Cheriton Road Shorncliff Road  
Cheriton Gardens Shellons Street Middelburg Square Bouverie Square  
Bouverie Place Sandgate Road Guildhall Street Station Approach Albion Muse  
Road

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## Support/consent of the relevant responsible authority

Do you have the support/consent of the relevant responsible authority?

Yes

Pro forma upload (if required)

Folkestone\_A\_Brighter\_Future\_LUF Round 2 Pro formas V6.1 Proforma\_transport bids.pdf

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## Provide evidence of the local challenges / barriers to growth and context that the bid is seeking to respond to

A major Urban Appraisal was undertaken as part of the Folkestone Place Plan (see Appendix 6). This shows that Folkestone is simultaneously home to declining high streets, severe deprivation and poor-quality town centre housing, while at the same time having a thriving Creative Quarter and harbour arm area with a growing visitor economy and beautiful natural assets. COVID-19 has exacerbated the issues facing the town centre and resulted in a renewed focus on addressing issues relating to the health, well-being and prosperity of local communities, as well as the prevalence of low-paid jobs and in-work poverty.

Folkestone is home to around 52,400 people, making up 46% of Folkestone & Hythe District's population. The town has pockets of severe deprivation around the centre and to the north-east, with four areas in the top 10% most deprived in the country. Residents here struggle particularly with low incomes and high unemployment rates, and crime is also prevalent in the area. In the Folkestone Central and Harbour wards, 30% of children live in low-income households compared to 20% across the district and 18% nationally.

Data show a higher proportion of residents with no qualifications and a low percentage with degree-level or above qualifications in relation to comparator areas. The Coastal Community Team Economic Plan suggests that this is also

a major challenge for Folkestone town residents.

The 2020 Core Strategy Review highlights a need to increase shared feelings of identity and community cohesion in Folkestone, referencing a study on social capital by Kent County Council which found Folkestone Central Ward had one of the lowest social capital (defined as formation of networks and trust between people) in the county.

Folkestone town contains 1,640 businesses providing 21,300 jobs. The economy of the town has struggled in recent years with the number of jobs decreasing by 2% between 2014 and 2019 - a loss of around 300 jobs (compared to a 0.5% decrease in Kent and 3% increase nationally). Whilst employment in some sectors has grown, this growth has predominantly been in lower paid, lower skilled sectors such as warehousing and logistics and hospitality, leisure and recreation.

Creative Folkestone - a local charity dedicated to arts and cultural-led regeneration in Folkestone, has been successful in supporting the growth of a creative cluster in the town, which is attracting workers, businesses and visitors. As a result, the creative economy in Folkestone is becoming increasingly recognised locally and nationally as a key cluster in East Kent.

Despite demand for workspace, Folkestone has a limited offer of high-quality space for businesses, particularly for business start-ups. There are also skills gaps which prevent residents from accessing opportunities in the creative industries and other higher value sectors and there are limited pathways into secure, well-paid employment for local young people.

The town centre struggles with high retail vacancy rates (14.7%) and poor public realm. Research undertaken by Turner Bates in 2019 showed that only 18% of Folkestone & Hythe's district residents use Folkestone as their main shopping centre for non-grocery shopping and this is a significantly higher level of leakage compared to neighbouring districts. Reports suggest that the town is often perceived as unsafe and unpleasant due to crime and anti-social behaviour. Declining footfall rates in recent years has resulted in the main shopping area is becoming increasingly under-utilised and the recent closure of the Debenhams store (previously the main anchor tenant and occupier of the largest retail unit) has further exacerbated the challenge of attracting people back into the centre.

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## **Explain why Government investment is needed (what is the market failure)**

The Folkestone Place Plan identifies a number of issues impacting upon the success of the town centre, including congestion, a lack of high street footfall, and the impact of the COVID-19 pandemic. These are all affecting the vitality and perception of Folkestone. The lack of connection between the Folkestone Central station and bus station to the town centre and the coast, is impacting upon Folkestone's ability to thrive and realise the value of its assets and makes accessibility to the town centre difficult for those living in the more deprived areas.

As a result, there is a clear public good case for the proposed interventions in the Folkestone – A Brighter Future project. Public good occurs when goods (e.g. improved public realm, connectivity and pedestrian environment) are consumed by a large number of the population, but their cost does not increase with the increase in the number of users. Public goods are non-rivalrous as well as non-excludable. This means that interventions are provided efficiently to the whole population if provided at zero cost (non-rivalrous) and cannot exclude non-payers from benefitting from improved facilities (non-excludable).

These factors are not typically priced by the market when considering investment decisions and so represent a market failure and necessitate public investment. Specifically, the Folkestone - A Brighter Future's investments will address the following market failures:

Positive externalities: There are important social and environmental benefits



that arise from enhanced public realm and improved connections. A review of case studies suggests that well-planned public realm can boost commercial trade and values by up to 40%. There are also inherent health benefits from encouraging modal shift to active transport alternatives, which also contributes to reducing town centre congestion and improving air quality. In short, the potential economic and social benefits of improvements to Folkestone town centre to develop its profile, usage and image will be greater than the benefits that can be captured by the private sector acting in isolation. Formally, this represents a positive externality.

**Coordination Failures:** Coordination failure occurs when desirable activities do not take place as a result of multiple actors failing or being able to coordinate plans. Public goods are also associated with the free-rider problem which can lead to coordination failures. The free-rider problem occurs when those who benefit from resources and public goods (such those proposed through the Active Movement and Connections project) do not pay for them. This leads to an under provision, overuse, or degradation of certain types of goods and disincentivises coordinated action.

A review of evidence on pedestrian connection schemes shows that if these are delivered together and at scale, the combined effect tends to be larger than the effect of each single measure being implemented in isolation. However, there is often no mechanism in place for coordinating investment for town centre mobility interventions. Whilst local delivery and governance structures exist to enact meaningful change in Folkestone, authorities do not have the financial or human resources to accelerate this process. The LUF investment can therefore deliver a holistic, coordinated investment which spreads footfall across the town and links Folkestone's assets.

The LUF provides a unique opportunity to unlock investments that have significant benefits but have been prevented from coming forward by market failure. Folkestone and Hythe District Council is committed to taking forward the Folkestone – A Brighter Project, which will not be taken forward by the private sector alone. The delivery will also play a role in connecting the most deprived residents to the opportunities coming forward within the town centre, whether this is by bus, train or through enhanced active movement.

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## **Explain what you are proposing to invest in and why the proposed interventions in the bid will address those challenges and barriers**

The Folkestone - A Brighter Future project will provide momentum towards the delivery of the Folkestone Place Plan. Impact will be augmented through well-established delivery relationships, enabling maximum efficiency and impact across the project.

Fundamental to achieving impact is being able to invest in public spaces, walking routes and spaces at scale. This will enable work across a number of areas of impact and achieve efficiency and critical mass of benefit, which will ultimately deliver a more significant transformational change than would have been otherwise possible. Whilst it is anticipated that there will be a cross pollination of benefits, the contribution to change in specific themes has been broken down below:

**Poverty, deprivation, and inequalities**

Evidence to support intervention rationale - Folkestone Central Ward is within the lowest decile for deprivation characterised by low incomes and higher employment.

**Barriers to Change** - Physical barriers to opportunity through lack of connection to the town. Low civic pride and participation.

Evidence of impact and positive change- Local perception and pride will grow due to the proximity of improvements to the town's most deprived populations. Improved connection and access will reduce barriers to participation in democracy. Residents will have better access to the goods and services they need to live a fulfilling life.

**Children living in deprivation**

Evidence to support intervention rationale - 30% of local children grow up in

low-income households.

Barriers to Change - Lack of local role models and visible inspiration.

Evidence of impact and positive change - Young people will have greater access to the assets and places which will help them lead better lives. Links to F51 and the seafront will be improved, whilst new workspaces will provide local role models and more visible business opportunities.

Vacancy rates

Evidence to support intervention rationale - Vacancy rate (12-14%) is significantly above the national average

Barriers to Change - General decline in face-to-face sales. High level of leakage of district resident spend on town centre non-grocery retail spend to neighbouring towns. Lack of variety on core high street. Decline in incomes.

Evidence of impact and positive change- Direct intervention at Folca will tackle the town's most significant vacant building. Investments will address severance and barriers to access which can prevent active travel to the high street. The creation of a stronger civic heart in the area will generate additional footfall to support use and demand on the high street.

Declining Employment

Evidence to support intervention rationale - Employment has declined 2% (500 jobs) in the last five years. The Folkestone & Hythe Employment Land Review has demonstrated a lack of flexible affordable workspaces.

41% of town centre employment is low paid

Barriers to Change - Lack of available spaces, role models and hub for involvement in economic activity

Evidence of impact and positive change- Proposed employment spaces could accommodate 100 jobs, with more engaged in a flexible offer.

Crime

Evidence to support intervention rationale - Persistently high levels of crime with the highest shoplifting rate in Kent and an overall crime rate 37% above the national average

Barriers to Change - The size of the town centre and ability to police.

Low levels of social capital and civic pride

Evidence of impact and positive change - All aspects of investment offer an element of environmental improvement and an opportunity to create safer more usable spaces. Opportunities to design out crime and a fear of crime can be linked to the ongoing engagement of young people in Folkestone Central.

Severance and Spatial inequalities

Evidence to support intervention rationale - An inability to move sustainably between the bus station and train station to the town centre and the seafront is identified as a significant issue in Urban Appraisal

Barriers to Change - Lack of recent intervention

Resources to deliver improvements to the public realm at scale.

Evidence of impact and positive change - Investments will address the key severance issue identified within the Place Plan, including: improved walking and cycling routes; better gateway/welcome space at the bus and train station, providing better cycling and walking experiences and links to train and bus stations.

Interventions are all designed to include those who are left behind due to poor spatial links.

Health

Evidence to support intervention rationale- Life expectancies for men and women are 7 and 4 years below national averages respectively.

Air pollution (NO<sub>2</sub>) is increasing and is having a major impact on health locally

Barriers to Change - Access to green space. Access to the seafront and opportunities for wellbeing.

Evidence of impact and positive change - New public spaces and access to active travel provide opportunities to improve movement and health.

Improvements in air quality reduces prevalence of related respiratory illness.

Social Capital and Belonging

Evidence to support intervention rationale- Kent CC research into participation shows that the Folkestone Central ward has the lowest level of social capital in the county

Barriers to Change - Lack of high quality formal and informal spaces for engagement and connection

Evidence of impact and positive change- Investing in town centre improvement at scale will provide opportunities for measurable engagement and participation. Completed improvements will contribute to civic pride.

To examine the impact of the project on current traffic flow around Folkestone town centre, consultants SWECO were commissioned to update a VISSIM baseline model for Folkestone town centre that has been developed by in 2019 and use this to examine the impact of the proposed projects on traffic flows. This analysis (in Appendix 7) demonstrates that the proposed changes to the highways

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## Upload Option Assessment report (optional)

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## How will you deliver the outputs and confirm how results are likely to flow from the interventions?

The Folkestone – A Brighter Future project is outcomes driven and has been designed from the bottom-up to directly deliver against the Folkestone Place Plan and the Government's Levelling Up agenda.

Theory of change has played an influential role in the design of the Place Plan and the project itself to ensure that:

- the long-term outcomes being targeted are well defined.
- there is clear logic in how the deliverables will translate into outputs and results; and
- the programme is clearly framed within its wider context (including both the context it is responding to, and the breadth of influences and drivers that will determine its success).

The strategy is built on principles of public value and innovation, adopting a mission-based approach to the long-term persistent issues which underpin deprivation in Folkestone. We have sought to use the language of this within the Theory of Change, so that the LUF investment becomes the catalyst to the wider change that set out within Folkestone Place Plan.

The Theory of Change for the project can be summarised as follows:

- **Grand Challenge:** Ultimately, the project aims to support delivery against the long-term goal of addressing the long-term drivers and structural challenges which define Folkestone's inequality, whilst securing the positive benefits of future change.
- **Missions:** Underpinning the long-term delivery of the Place Plan, the proposed LUF investments deliver directly against the six missions, particularly Celebrate What's Great; Town Centre for the Future; Moving Sustainably; and Access to Opportunity. Each mission will be a foundation to secure a change of direction in delivery and momentum in Folkestone.
- **Intermediate outcomes:** The project will play a key role in helping to create a diverse network of spaces where residents can potentially come together, work, study and celebrate, whilst ensuring that public realm is high quality and attractive and that high streets and neighbourhoods are accessible by active travel. It will better link the poorest communities physically and psychologically to the town centre assets creating stronger integration, more culture, less harmful emissions and less crime. The provision of spaces for innovation, experimentation and enterprise will form the basis of a 'test lab' based approach which will persist beyond the delivery of the LUF investment.
- **Deliverables and outputs.** Deliverables have been tailored to maximise the effectiveness of delivery against these outcomes, with practical initiatives to improve the quality of the high street environment and make the area's neighbourhoods more conducive to walking. This will ensure that each resident has equal access to spaces to come together and / or work. A range of measurable outputs have been identified which will provide a clear view of what the LUF investment will deliver and the benefits.

- Wider influences and drivers: Crucially, the Theory of Change recognises that the project is an integral part of a much wider programme of activity and delivery focused on the long-term goal set out in the Place Plan. This includes other FHDC projects to support employment and training, as well as the statutory services which bring the council and its partners in to contact with residents who most need to be linked to the LUF investments. It also recognises that there are a range of broader macro influences which will impact on the ability of the project to deliver against its intermediate outcomes and ultimate goal – most notably the broader economic context, cost of living and inflation. The Theory of Change approach highlights the need to constantly review these factors and use them to adapt the investments and their legacy.

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## Theory of change upload (optional)

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## Set out how other public and private funding will be leveraged as part of the intervention

The refurbishment of Folca within this project will support the proposed development of a major new state-of-the-art medical centre in the adjacent part of the building (also known as Folca1). This £18m investment is being made by two local GP surgeries in partnership with the local Clinical Commissioning Group (CCG) and FHDC. This will bring new uses and new employment into the town centre, that serves the local community and will bring increased footfall of over 30,000 patient visits per year.

The refurbishment of the Folca building (also known as Folca2) may potentially be able to draw upon ERDF funding available from the Folkestone Community Works CLLD programme. This might include a contribution towards the design and specification work and also potentially towards the refurbishment costs. However, the eligibility of the ERDF will be determined by the end-users of the building and at this stage these are unclear with the decision not yet taken by the Council. ERDF funding would not be eligible for any retail provision. This ERDF funding would contribute to the 10% public sector match for the project.

The potential development of Bouverie Square into a new park at the heart of the town centre is influencing considerations by Saga, the major travel and insurance business based on the Folkestone & Hythe district, who own Bouverie House in Middelburg Square. If the LUF investment is forthcoming for the proposed plans for Bouverie Square, then there is potential that Saga may retain and redevelop the building as its new HQ in the centre of Folkestone which will result in some 500 employees coming into the town each day. The LUF investment is key to realising these plans, as they indicate in their letter of support in Appendix 3.

The Bouverie Square shopping centre is owned by Ellandi and the improvements to the town centre that the LUF investments will bring will increase the likelihood of significant private sector investment to improve this shopping centre in this key area of the town centre.

The redevelopment of a former gasholder site at Ship Street is being progressed by FHDC with the aim of building 150+ affordable homes on the site which has been derelict for over 40 years. FHDC has acquired the site with the intent to create a mixed tenure housing development which promotes a high-quality sense of place in Folkestone in terms of high-quality design and sustainability (inc. carbon neutrality) and acts as a benchmark for other developments. The proposed development promotes walking linkages between Folkestone Central train station and the town centre and seafront in a way which is attractive and safe. This links to and would build upon the planned LUF investment and will be developed through a combination of public and private funding to a value of circa £40m.

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## Explain how your bid aligns to and supports relevant local strategies and local objectives for investment, improving infrastructure and levelling up

The components of the Folkestone - A Brighter Future project were all initially identified in the Folkestone Place Plan and so therefore meet the Grand Challenge of 'overcoming decline by embracing opportunity, addressing the climate emergency, celebrating what's already great and bringing the town's communities together'. They also closely align to the six missions of the Place Plan to realise this ambition.

The Folkestone Place Plan and Folkestone - A Brighter Future project were both developed to align with Folkestone and Hythe's Corporate Plan: Creating Tomorrow Together, and demonstrated as follows:

- Positive community leadership – extensive engagement was undertaken and the concerns and ideas from the local community were instrumental in establishing the Plan's missions, actions and the project designs.
- A thriving environment – much more greenery and sustainable drainage will be introduced which will encourage biodiversity, encourage active and sustainable travel to reduce pollution and free-up space for people.
- A vibrant economy - the town centre will be rejuvenated to generate increased footfall and encourage investment. The refurbishment of the Folca building will encourage and enable local enterprise and new businesses to start up and grow.
- Quality homes & infrastructure- the reconfiguration of the highways network will improve bus service provision, improve space for bus users and pedestrians, improve connections and better meet the needs of the bus operator.

Both the Folkestone Place Plan and this project align well with FHDC's Carbon Action Plan. FHDC aims to be Carbon Neutral by 2030 and has set out 6 themes to focus on to achieve this: Energy, behaviour change, transport, water, biodiversity and greenspace, and procurement. The LUF investment will support this ambition through the themes by:

Energy - using materials with low embodied energy and will encourage low energy travel.

Behaviour change - improving public realm and creating better pedestrian and cycling infrastructure will encourage sustainable active travel.

Transport - improving the bus station, bus priority and connections to the train station that will encourage sustainable travel options around the town.

Water, biodiversity and greenspace - introducing sustainable drainage, biodiversity and greenspace with the introduction of more greenery specifically designed for biodiversity.

Procurement - embedding all these themes in the procurement processes used to deliver the projects.

The project also aligns closely with Kent County Council's Local Transport Plan 4: 'Delivering Growth without Gridlock 2016-2031' which seeks to promote active travel as a county-wide priority. The proposed enhancements to pedestrian walkways and cycleways will 'make active travel an attractive and realistic choice for short journeys in Kent' as advocated in the plan.

The LUF investment will also support FHDC's Local Cycling and Walking Infrastructure Plan (LCWIP) which aims to enhance existing infrastructure and develop new walking and cycling networks across the district. It will enhance existing sustainable travel infrastructure and encourage town centre users to use sustainable transport modes

Folkestone & Hythe's Places and Policies Local Plan, adopted in September 2020, sets the development framework for the district to 2031, including allocating sites for development, including in Folkestone town centre. This contains general development management policies which this project supports and will adhere to. For example:

Policy T1 – Street Hierarchy and Site Layout requires all major development to satisfactorily demonstrate that attention has been paid to street design in accordance with six defined criteria. Active travel routes are to be provided as a priority, both within developments and linking sites to other services, community facilities and transport hubs.

Policy HW4 – Promoting Active Travel seeks to ensure that any development likely to result in increased travel demands will provide for sufficient integration

and accessibility by walking and cycling through promoting and developing the cycling and walking network.

Folkestone & Hythe's Core Strategy Review, adopted in 2022, sets the development framework for the district to 2037. Policy CSD6 – Central Folkestone Strategy, which sets the strategy for the project area promotes enhancements to cycle and pedestrian routes between Folkestone Central station and the town centre. Bouverie Place and the bus station site are identified as particular areas for mixed use regeneration and any new development should be: of very high-quality design that contributes to and improves the existing character and townscape of the area; supports the delivery of public realm and transport improvements within the area and to the north; delivers investment in the daytime and evening economy through a mix of commercial, cultural, entertainment and educational uses; and enhances the physical environment and sense of security. The Folkestone - A Brighter Future project will meet all these policies.

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## **Explain how the bid aligns to and supports the UK Government policy objectives**

The investment set out in the LUF bid aligns with and supports the delivery of several Government Levelling Up White Paper missions, as well as the Communities and Place priorities developing with the Shared Prosperity Fund. Those particularly are shown below.

Increasing pay, employment & Raising skills levels through investments at FOLCA

Shared Prosperity Communities & Place priorities – Town centres and high streets, with the town centre focus of our entire LUF proposal.

Alignment and Impact of the Bid Investment Programme – Creation of new employment opportunities, support for pathways into employment, creation of new space for local enterprise and boosting high street businesses, particularly the nascent evening and cultural economy. This includes improved night time environment and new spaces for employment created.

Improving healthy life expectancy and well-being enabled through better green spaces and encouraging active travel

Shared Prosperity Communities & Place priorities – Active travel enhancements.

Improvements to local green space, through significant investment in town centre green spaces.

Alignment and Impact of the Bid Investment Programme – Increasing access to new and existing open spaces and participation in culture and active travel across all communities and age groups, improving overall health outcomes.

Increasing pride in place and engagement in the local community and culture through improvements to our town centre as a whole and stronger links to Folkestone's assets

Shared Prosperity Communities & Place priorities – Community engagement and capacity building. Volunteering initiatives. Promotional and destination campaigns. New and existing community infrastructure.

Alignment and Impact of the Bid Investment Programme – Directly investing in public spaces and buildings, enhances community cohesion and sense of belonging, boosting perceptions and confidence in Folkestone as a place

Reducing neighbourhood crime and ASB through better design of public spaces

Shared Prosperity Communities & Place priorities – Designing out crime.

Alignment and Impact of the Bid Investment Programme – Increasing activity, footfall and creating safe, welcoming, inclusive spaces for all the community,

addressing community safety and cohesion, particularly in the evening.

The LUF investment will contribute to the Council's priorities around achieving net zero by 2050, including through greener buildings (including the refurbishment of Folca) restoring and enhancing the environmental performance of existing space and supporting a wider programme of investment in greening the public realm.

As part of addressing the government's Net Zero Strategy (Oct 2021) and Clean Growth Strategy (2017) the Council declared a Climate Emergency (2019) targeting net zero by 2030 (organisationally). This LUF bid will reduce emissions from transportation, buildings and public spaces to as close to zero as possible, enabling improvements to the contribution of public spaces to improved ecosystems services.

Opportunities to reduce embodied carbon and ensure longevity of materials will be prioritised in construction projects for the LUF investment which includes 91 trees planted and 21,000 sqm of public realm. Greening is fundamental to the project and will increase connections to green space and biodiversity, provide health and wellbeing benefits, improve air quality and resilience to climate impacts such as flooding and overheating.

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## Alignment and support for existing investments

**Where applicable explain how the bid complements or aligns to and supports existing and/or planned investments in the same locality**

Through tranche 2 of KCC's Active Travel fund, FHDC received funding to improve the cycling routes along Cheriton Road to Folkestone Central station. Further investment to extend this was sought through a tranche 3 bid, but due to a lower allocation of funds awarded to KCC this funding has not come forward, so these proposals have been included in the LUF bid.

FHDC was awarded ESIF funding 2017-2023 for a community-led local development (CLLD) programme, known as Folkestone Community Works CLLD, focused on the areas of high deprivation in Folkestone. While the ERDF funding may be available for the design and specification work and for the refurbishment of Folca, eligibility of this funding for the capital works depends on the final end users of the refurbished Folca building. Due to the uncertainty at this stage whether the end users will include 'retail' (which is ineligible for ERDF) this has not been included within the council's 10% match funding at this stage.

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## Confirm which Levelling Up White Paper Missions your project contributes to

**Select Levelling Up White Paper Missions (p.120-21)**

Transport Infrastructure  
Skills  
Health  
Wellbeing  
Pride in Place  
Local Leadership

**Write a short sentence to demonstrate how your bid contributes to the Mission(s)**

Creating an improved bus station, improving bus priority and creating better pedestrian and cycle links between the train station and town centre will contribute to the transport infrastructure mission 3.

More opportunity will be created for enterprise and employment via the refurbishment and activation of the Folca building and the improved public realm infrastructure on Guildhall Street to enable an improved street market that will encourage trading opportunities, thereby addressing the employment mission 1.

The procurement process adopted for delivering the project will encourage contractors to provide apprenticeships for local people, especially those living the high deprivation areas and so will address the skills mission 6.

Encouraging active travel through better connections and sport through

skateboarding opportunities will improve a sense of well-being and encourage healthier living as outlined in health mission 7.

Creating new green space, introducing green amenity and providing better connections for communities in the deprived communities of Folkestone, which are currently severed from the town centre by the old gyratory systems and creating a more relaxed and stress-free environment will generate greater pride of place as set out in mission 9. Increasing people's civic pride will also be addressed through the creation of a new civic space in Bouverie Square in the heart of the town centre which that celebrates Folkestone's creative heritage through artist interventions, and events and activities.

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## **Provide up to date evidence to demonstrate the scale and significance of local problems and issues**

An Urban Appraisal which identified the issues facing Folkestone town centre was undertaken in 2020 to support the development of the Folkestone Place (see Appendix 6). The Folkestone - A Brighter Future project sets out an extensive programme of improvements that will help respond to the intrinsic challenges identified in the appraisal, that impact not only upon Folkestone town centre, but (given Folkestone's size and importance) the district as a whole:

1. Concentrated deprivation: There are pockets of severe deprivation around the centre and north-east of Folkestone. Four neighbourhoods are in the top 10% most deprived nationally.
2. Town centre vitality and pandemic impact: Vacancy in Folkestone varies significantly, and town centre retail has been deeply impacted by the pandemic. In May 2022, vacancy in the primary shopping area was 12%, compared to 14% in the outer shopping area. This has been compounded by the economic impact of the pandemic with in-person retail sales down by 7.2% since March 2020.
3. Weak economic growth: Folkestone contains 1,920 businesses which provide 21,000 jobs. However, the town is underperforming as a key economic driver for the district. The town's economy has struggled in recent years with the number of jobs decreasing by 2% between 2015 and 2020 – a loss of 500 jobs; There has been limited delivery of new commercial space, particularly at the flexible and affordable end of the market.
4. Crime and Safety: Crime is persistently high in Folkestone town centre, with crime rate statistics showing the town as the third most dangerous in Kent. Shoplifting is the highest rate in the county and all recorded crimes are above the national average.
5. Low Levels of Social Capital: Kent County Council research into participation and involvement shows that the Folkestone Central ward has the lowest levels of social capital in the county.
6. Health and Quality of Life: Male and Female life expectancy is 7 and 4 years lower respectively than the national average. Folkestone & Hythe district performs significantly worse than the median local authority district nationally for overweight adults, with over 69% of residents either overweight or obese.
7. Low pay: Whilst employment in some sectors has grown, this has been predominantly in lower paid, lower skilled sectors such as hospitality, leisure and recreation. 41% of all employment in Folkestone town centre is in typically low paying sectors compared to 36% in England as a whole. This is reinforced by the fact that median workplace earnings across the district are 15% lower than the England average. In Folkestone Central and Harbour wards 30% of children live in low-income households compared to 20% across FHDC and 18% nationally.
8. Air Quality: The contribution NO2 emissions to health issues has increased in each of the last 5 years. Health deprivation in Folkestone Central is a



## **Demonstrate the quality assurance of data analysis and evidence for explaining the scale and significance of local problems and issues**

This LUF bid is underpinned by multiple data sources to capture the range of issues facing Folkestone town centre, including:

- ONS data: Official national statistics provide robust, high-quality and timely intelligence at a local level across a broad range of socio-economic indicators. To comply with the Code of Practice for Official Statistics, these are subject to a thorough quality assurance process. We have utilised the latest data to underpin this submission which includes:

- o Indices of Multiple Deprivation 2019 – provides a holistic view of the factors contributing to deprivation at a local level. This has provided a comprehensive understanding of deprivation across the town and, due to the granularity of data across a range of indicators, has enabled the district to target interventions where there is greatest deprivation/regeneration need.

- o ONS Sub Regional Data explorer – the interactive tool developed by the ONS outlines how the district performs against other local authorities nationally based on key measures of prosperity. This aligns with some of the metrics selected to measure the progress of Levelling Up. This shows that Folkestone performs significantly worse than the median local authority nationally against key health indicators.

- o ONS BRES – ONS employment survey data provides robust estimates of the employment based in Folkestone town centre. Data available at Lower Super Output Area (LSOA) shows that Folkestone's economy is stagnating and there are fewer jobs in the town centre than there were in 2015. This has been cross-referenced with the Government's Low Pay Commission Report into typically low paying sectors and the ONS Annual Survey of Hours and Earnings to understand the quality of employment within the town.

- o Department for Work and Pensions – DWP's StatXplore portal provides data on children in low-income families at a local level and provides further intelligence into the quality of local employment and in-work poverty.

- o ONS Business Counts – these are compiled from the Inter Departmental Business Register (IDBR) which records the number of enterprises live at a reference date in March, broken down by employment size band, detailed industry (5-digit SIC2007) and legal status. This provides insight into sector make-up of Folkestone's business base and evidences the need for economic diversification.

- Town Centre Surveys: National statistics have been supplemented with local intelligence to provide a holistic picture of place vitality. The council undertakes regular manual counts of town centre vacancy within Folkestone's primary, secondary, and outer shopping areas. The data used to inform this bid is from May 2022, providing an up-to-date snapshot of town centre performance. This provides a robust baseline to track LUF impact on an ongoing basis.

- Live data to capture the impact of the pandemic: Alternative sources to measure the economic impact of the pandemic in near real-time includes the use of the Financial Times' pandemic impact tool which uses credit and debit card data to track expenditure relative to a pre-pandemic baseline. This has been used as a proxy for the COVID-19 economic impact and recovery at a town centre core level to augment ONS statistics.

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## **Demonstrate that the data and evidence supplied is appropriate to the area of influence of the interventions**

Analysis has been undertaken at three geographies:

- Local authority level: Folkestone is the primary town centre in the Folkestone & Hythe district, reflecting its strategic and economic importance to the district as a whole. Consequently, it is likely that residents from across the whole district will benefit from improvements to Folkestone town centre. Local authority-level evidence has been used to establish district-wide challenges to be addressed through the project and provides intelligence where more granular evidence does not exist.
  - Town level: 'Best-fit' Lower Super Output Areas and Major Super Output Areas were selected to conduct town-level analysis. The project will drive significant benefits for residents across the town – most notably through enhanced and diversified employment opportunities and a more vibrant town centre.
  - Impact area level: Evidence collection has been also undertaken within a 150m buffer of the project. This has been used for deprivation data to ensure investments are located in areas of greatest need and for commercial and residential data to inform the Value for Money assessment (see 5.4). LSOAs within a 150-metre buffer of LUF public realm investment includes:
    - o Shepway 014B
    - o Shepway 014C
    - o Shepway 014D
    - o Shepway 015A
    - o Shepway 015D
- 

## **Provide analysis and evidence to demonstrate how the proposal will address existing or anticipated future problems**

The basis for the Folkestone – A Brighter Future project is the Folkestone Place Plan which identified a number of the priority projects to realise the long-term ambitions for Folkestone. A summary of the analysis and output from the Place Plan is shown in Appendix 8.

The approach to tackling the challenges set out in the Folkestone Place Plan is summarised through the logic model. While the project comprises as a coordinated package of interventions, the contingent elements will deliver differentiated impacts that respond to the problems faced as follows:

### **Town centre resilience and addressing deprivation (Challenges 1 and 2)**

How project will address challenge - A holistic package of complementary public realm, placemaking, and accessibility enhancements will be delivered that support the resilience and vitality of Folkestone town centre. This will be achieved through:

- Improving connections to the bus and train stations, as well as providing a vastly enhanced town centre experience via new planting and greening.
- well-planned public realm interventions which a wealth of evidence suggests can contribute to high street vitality. These will increase town centre footfall and spend, which in turn can lead to increased interest and momentum and investment into Folkestone. This will support high street vitality, reduce retail vacancy, and support post-pandemic recovery.

The impact of this benefit has been captured through Wider Land Value Uplift in-line with the latest DLUCH guidance.

### **Low pay, economic diversity, and economic growth (Challenges 3 and 4)**

How project will address challenge - The project will bring a high-profile town centre building back into productive use:

- Folca, the former Debenhams and probably most prominent vacant building in the town, will be brought back into use for business and community activities.
- Supporting the diversification of Folkestone's economy to provide more high value employment. A greater mix of uses will diversify the town centre and reduce overall vacancy levels – increasing footfall in Folkestone and land values. The LUF investment will support 19,000sqft of workspace which can

encourage a more diverse range of businesses in the town centre.

- Evidence of increased worklessness amongst Folkestone's population means that residents can benefit significantly from new commercial space created. The benefits of this intervention will be captured through Direct Land Value Uplift associated with bringing an overwhelmingly derelict and underutilised building back into productive use. We have also monetised labour supply impacts in-line with the latest DLUCH guidance.

---

## **Describe the robustness of the analysis and evidence supplied such as the forecasting assumptions, methodology and model outputs**

### Town centre resilience

Basis of assumptions - There is robust evidence linking perceptions and the quality of public spaces to footfall and local expenditure, and hence land value. This has been captured through our assessment of wider commercial and residential land value uplift and is underpinned by the following evidence:

- Public space improvements increase property prices and values. A review of case studies suggests that well planned public spaces can boost commercial trade by up to 40%.
- Increased footfall can influence land values. A review of literature suggests that retail and commercial value can rise between 10-30%.
- CABE's Better Designed Streets identifies a direct link between increases in footfall, dwell time and attractiveness of an area with enhancing residential real estate values. While not a direct measure of land values, it is reasonable to assume that an increase in sales values will be reflected in the land value given there is no variation in build costs.

These arguments have been endorsed by the Institute of Place Management and embedded in its 25 key factors for town centre vitality which underpinned recent guidance for the government's Future High Street Fund.

### Low pay, economic diversity, and economic growth

Basis of assumptions - Extensive research shows that high street diversity is integral to resilience. A greater mix of uses will diversify the town centre and reduce overall vacancy levels – increasing footfall in Folkestone and contributing to an uplift in land values.

- Extensive research shows that high street diversity is integral to economic resilience.

There is also evidence which links public realm investment with increases in employment. Public realm improvements, and the associated increased footfall, are likely to improve the viability of certain businesses due to more passing trade; there are a range of case studies to support this intervention logic. For example, Melbourne renovated its pavements and street furniture and turned narrow back alleyways into a walkable network, increasing pedestrian traffic by 40%. Over 600 new cafes now thrive in the pedestrian-friendly area.

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## **Explain how the economic costs of the bid have been calculated, including the whole life costs**

Costs for the Folkestone - A Brighter Future project have been estimated based on information provided by Stockdale using similar benchmarking projects and industry standard techniques. Detailed project costings provided by Stockdale are set out in Appendix 9.

Calculations are based on a study of the proposed works in comparison with similar schemes on their database, recently received cost data, and current market feedback. The detail of the Economic Appraisal method adopted and maps to show the impact of the interventions are in Appendix 10.

The following assumptions have been applied to convert financial costs into economic costs:

- Discount rate: Costs have been discounted to 2021 Present Values using the Treasury approved Social Time Preference Rate (3.5%).

- Inflation: The Green Book advises that for long time horizons economic modelling should use the GDP deflator forecasts published in the Office for Budget Responsibility's (OBR) Fiscal Sustainability Report (FSR). However, the most recent FSR was published in July 2020, meaning that it does not reflect recent global inflationary pressures exacerbated by Russia's invasion of Ukraine. The Bank of England's latest central projection for CPI inflation is to reach 9.1% in Q2 of 2020, before falling back to 1.3% in Q2 of 2025. As a result, the GDP deflator presented within the OBR's FSR central scenario has been deemed to be too optimistic to reflect current and medium-term inflationary pressures.

This assessment has therefore used the OBR's most recent March 2022 forecast as the basis for converting nominal into real prices. As per the Green Book's guidance on inflation, costs and benefits in Year 1 (2022/23) have been estimated in 'real' base year prices meaning that the effects of general inflation have been removed. Years 2-4 use the GDP deflators from the OBR's March 2022 forecast. For years 2026 onwards, the GDP deflator has been extrapolated using the growth rate in the final year of the OBR's projection – as advised by the Green Book.

- Optimism bias: 15% optimism bias has then been applied to all costs which is within the limits for Standard Civil Engineering as per the Supplementary Green Book Guidance on Optimism Bias.

The Present Value of total project costs, accounting for Optimism Bias and inflation, is £23,218,517.58

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## Describe how the economic benefits have been estimated

The key assumptions underpinning the economic benefits modelling are proportionate to the value of the interventions. The main assumptions behind each monetised benefit reported are as follows:

### 1. Wider Commercial Land Value Uplift

Underpinning assumptions/methodology to calculate benefits - DLUCH approach to Wider Land Value Uplift – Future High Streets Fund clarifications

### 2. Wider Residential Land Value Uplift

Underpinning assumptions/methodology to calculate benefits - DLUCH approach to Wider Land Value Up-lift – Future High Streets Fund clarifications

### 3. Land Value Uplift

Underpinning assumptions/methodology to calculate benefits - HM Treasury Green Book. DLUCH Appraisal Guide. DLUCH Land Value Estimates for Policy Appraisal, 2019

### 4. Labour Supply impacts

Underpinning assumptions/methodology to calculate benefits - HM Treasury Green Book. WebTAG

### 1. Wider Commercial Land Value Uplift (LVU)

As referenced in our response to Q5.2.2, there is robust evidence linking perceptions and the quality of public spaces to footfall and local expenditure, and hence land value. DLUCH Guidance states that land values are gross development value minus development costs. Given that this uplift is applied to the values of existing premises that are not being redeveloped (i.e. no development costs), any uplift in values would be directly reflected by an equivalent increase in commercial land values. This is underpinned by the following assumptions:

- The assessment has only applied an uplift to properties within a 150m buffer of the proposed LUF intervention. This includes 678 A1 and B1 commercial units (VOA).

- An average price per unit has been assumed at £70,107. This capital value is

taken from DLUCH's benchmark land values for CBD office for the South East of England - Redbridge (£247 per sqm). Benchmark land values were multiplied by an average floorspace for A1 and B1a properties to obtain a per unit figure.

- GDP Deflators have been applied to express values in 2022 prices.
- Research highlights that improvements in one property can have spill-over effects. A compound growth rate of 2% LVU for 5 years is a conservative impact estimate.
- Displacement is 25%.

The map showing the commercial property within a 150m buffer of LUF interventions is shown in Appendix 10.

## 2. Wider Residential LVU

The LUF investment can also improve residential land values in Folkestone. CABE's Better Designed Streets identifies a direct link between increases in footfall, dwell time and attractiveness of an area with enhancing real estate values. Therefore, indirect residential land value uplift represents a proxy for the wider benefits that will be delivered by the Folkestone – A Brighter Future project. Increased values are a reflection of a thriving town centre, with an enhanced pedestrian environment and improved amenities. This is based on the following assumptions:

- Using the VOA's Council Tax: Stock of Properties database, it was estimated that 2,517 properties fall within a 150m impact buffer.
- Average property price of £237,372. This is based on an average of LSOAs within the intervention area based on the ONS' HPPSA dataset 47.
- An annualised compound growth rate of 1.25% attributed to the intervention over 10 years has been assumed.
- Displacement is 25%.

The map showing LSOA boundaries relative to 150m buffer of LUF interventions used to calculate wider residential LVU is shown in Appendix 10.

## 3. Direct land value uplift

The intervention at Folca will bring an underutilised, prominent town centre property into productive use, meaning direct land value uplift has also been considered. We have assumed:

- The change in land value is profiled to occur in Year 2. This is aligned with the delivery plan (see response to Q6.3.1)
- Existing land use is overwhelmingly underused and derelict (valued at £850,000 per ha). This is the benchmarked value of industrial land for Folkestone and Hythe.
- 1,765sqm of office workspace is the new commercial use (valued at £247 per sqm).
- GDP Deflators have been applied to express values in 2022 prices.
- Displacement is 25%.

## 4. Labour supply impact

Only benefits associated with additional new workspace delivered at Folca has been considered within this assessment. Whilst the medical centre will also deliver increased local employment opportunities, it is not possible to calculate the potential benefits of this use using established employment density assumptions. This means that the labour supply impacts captured here represent a conservative assumption. We have assumed:

- 152 jobs created as a result of commercial space development. These job numbers are derived from the HCA Employment Density Guide.

- 10% jobs (15.22) will be taken up by new/re-entrants to the labour market.
- GVA per filled job is from the 2019 Subregional Productivity dataset for Folkestone and Hythe. GDP deflators have been used to calculate 2022 prices (£56,343 GVA per filled job).
- 40% welfare impact of labour market entrants/re-entrants has been applied as per WebTAG guidance.
- A 10-year appraisal period has been used.

## Provide a summary of the overall Value for Money of the proposal

The Folkestone- A Brighter Future project generates a BCR of 2.03:1, which represents Good Value for Money using standard DLUCH benchmarks. The full range of interventions incurs an economic cost of £23,218,517 and produces economic benefits of £47,240,994.52. The benefits are as follows:

- Wider Commercial Land Value Uplift - £5,170,613.01
- Wider Residential Land Value Uplift - £39,384,375.76
- Direct Land Value Uplift - £330,788.58
- Labour Supply Impacts - £2,355,217.17

Key overarching assumptions include:

- Figures have been estimated by creating a discounted impact model over a 10-year appraisal period (selected based on guidance provided by DLUCH).
- As previously highlighted under Economic Costs, optimism bias of 15% has been applied to total capital costs.

Total Net Additional Benefits

Wider Commercial Land Value Uplift - £5,170,613.01

Wider Residential Land Value Uplift- £39,384,375.76

Direct Land Value Uplift - £330,788.58

Labour Supply Impacts - £2,355,217.17

Total Benefits for BCR (A) - £47,240,994.52

Economic Costs

LUF Cost/Funding (B) - £20,918,798.84

Co-funding Local Authority Cost (including borrowing) © - £2,299,718.74

Total Cost (LUF + Co-funding) (D) - £23,218,517.57

Private Sector Cost (E) - £0

BCR \*A-E)/D - 2.03

Upload explanatory note (optional)

Appendix 10 Folkestone\_A\_Brighter\_Future\_Economic Case Method.docx

## Have you estimated a Benefit Cost Ratio (BCR)?

Yes

## Estimated Benefit Cost Ratios

Initial BCR 47240994.52

Adjusted BCR 47240994.52

## Describe the non-monetised impacts the bid will have and provide a summary of how these have been assessed

The programme will deliver a range of wider benefits which have not been

monetised; these have been established via the project's Theory of Change and will form a key area of focus for monitoring and evaluation.

The headline long-term outcome of the project is that Folkestone residents and visitors to the town centre will have vastly improved experiences, as well as a healthier and more fulfilling time whenever they use the centre. Over the medium-term this will be seen through diversifying and improving how residents (and visitors) experience the area, a growing sense of place, belonging and identity, diversifying uses, improving accessibility and safety, strengthening the local economy, enhanced environmental performance and the improved health of local communities.

A deliberately conservative approach to economic impact has been adopted to avoid double counting and over aggregation of benefits. There are two specific areas where additional benefits can be identified which could be tracked and monetised in a future evaluation:

- Environmental benefits: The project can contribute to a reduction in Co2 emissions through modal shift to active travel alternatives. Academic studies have shown that those who walked or cycled more for transport had lower carbon emissions overall.
- Health and wellbeing benefits: The Green Book allows stated preference to be used to value health outcomes using Quality Adjusted Life Years (QALYs). Increased active travel (walking or cycling) uptake due to better infrastructure can deliver significant health benefits for people living in and around Folkestone. This can help to address the deeply embedded health and wellbeing challenges identified in 5.1.1. Increased active travel offers huge reductions in the risk of coronary heart disease and stroke, many forms of cancer, type 2 diabetes and mental ill health, builds bone strength and protects against falls.

In addition to these benefits (which could provide a direct measure of impact) there are other outcomes which will contribute to the stated objectives within the Theory of Change:

- Increased amount and quality of spaces enabling the creation of new businesses, inward investment and employment growth.
- Increased culture, making use of the quality new spaces where people can gather.
- Improved safety from new public realm and enhanced space.
- Increased visitors from outside of Folkestone with enhanced visitor spending.
- Increased night time opportunities with enhanced spending captured and monitored through ongoing project evaluation.
- New accessible community spaces enabling greater cohesion.
- Further enhancement of the facilities and identity of Folkestone, contributing to civic pride and overall life satisfaction.

Whilst these non-monetised impacts are important, they represent the indirect/induced benefits associated with an enhanced town centre. Instead, the core economic appraisal has only sought to monetise benefits most closely aligned with the key objectives of LUF investment in Folkestone.

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## **Provide an assessment of the risks and uncertainties that could affect the overall Value for Money of the bid**

Sensitivity analysis shows that costs would have to rise by 36% for the overall BCR to fall to 1.5:1. Costs would have to rise by 105% for the overall BCR to fall to 1:1

The main risks which may influence costs are inaccurate estimates, delays in undertaking property conversions and market risks associated with securing the onward use of buildings.

All prices have been subject to layered analysis and multiple inputs based on local, national, and international market conditions – assessed independently by Stockdale and reviewed by KCC's Major Capital Programme Team. Price sensitivity is programmed within the overall cost envelope to account for reasonable fluctuations and required adjustments. Optimism bias has also

been included in the VFM analysis.

Sensitivity analysis shows that economic benefits would have to fall by 27% for the overall BCR to fall to 1.5:1. Benefits would have to fall by 51% for the overall BCR to fall to 1:1.

The main risk which could affect economic benefits is if the wider land value uplift modelled is lower than anticipated. However, even if the annual percentage uplift for residential and commercial properties fell by 1% per annum, the project would still return a BCR of 1.57.

A more detailed risk register for the project is in Appendix 11.

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## Upload an Appraisal Summary Table to enable a full range of impacts to be considered

### Appraisal Summary Table 1

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Upload appraisal summary table	Folkestone_A_Brighter_Future Appraisal Summary Table.docx
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## Additional evidence for economic case

None selected

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## Confirm the total value of your bid

Total value of bid	£21990910
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## Confirm the value of the capital grant you are requesting from LUF

Value of capital grant	£19791819
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## Confirm the value of match funding secured

	£2199091
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Evidence of match funding (optional)

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## Where match funding is still to be secured please set out details below

All match funding has been secured.

---

## Land contribution

If you are intending to make a	There is no value of land contribution included as match funding.
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land contribution (via the use of existing owned land), provide further details below

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Upload letter from an independent valuer

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**Confirm if your budget includes unrecoverable VAT costs and describe what these are, providing further details below**

The budget does not include unrecoverable VAT costs.

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**Describe what benchmarking or research activity you have undertaken to help you determine the costs you have proposed in your budget**

The Folkestone Place Plan is the key master planning document FHDC have developed over the last 2 years and has been the strategic document to help choose which projects FHDC have selected for the LUF funding. Subsequent work to develop the projects was carried out by We Made That as lead consultant, with experienced cost consultants Stockdale included in the team, to help build the appropriate budgets. Appendix 8 is the most recent iteration of project costs provided by Stockdale, created in mid-June 2022 and therefore has factored in the wider economic factors in terms of Material and Recourses.

The basis and source for the benchmarking and research to determine project costs includes:

- Previous Stockdale completed projects.
- Previous Stockdale tendered projects.
- Previous Stockdale cost plans (order of cost, elemental cost plans etc.)
- Obtained quotations for ‘common’ items including but not limited to highways surfacing, paving, kerbs, excavation, street furniture, trees, lighting columns, bus stands etc.
- The Building Cost Information Services (the BCIS).
- Spon’s Architects’ and Builder’s Price Book(s).
- Spon’s External Works and Landscape Price Book(s).
- Laxton’s NRM Building Price Book(s).
- Architects Journal ‘Buildings Library’.
- Building.co.uk ‘Cost Models’.
- Direct contractor and sub-contractor advice.
- Cost information for public realm works which has been published by central, council highways, local and other public authorities.

In the absence of detailed architectural, structural, civils and services information, that will be available only at RIBA stage 4, assumptions on the following works have been made:

- Road build-ups.
- Pavement build-ups.
- Raised table and highway build-ups, in-house estimates.

- The extent of levelling i.e. cut and fill.
  - The extent of services re-locations. There is no existing civils, electrical, gas, or other services drawings or schematics.
  - The removal of existing obstructions, street furniture, trees, fencing, kerbs, roads, footways etc is all estimated, a detailed 'existing plan' has not been provided.
  - The extent and provision of new services.
  - The species of new trees that are planted.
  - The exact specification of all surfacing / finishes.
  - The exact specification of street furniture.
  - The exact specification of crossings, bollards, islands etc.
  - The quantity of services installed.
  - All surplus material has been allowed to be disposed off-site.
  - Costs include signage and road markings, quantity undefined.
  - Costs do not include for night time working only, although it is presumed a good portion of the 'highways management' costs will come under either the preliminaries and / or the KCC management fee.
  - Estimates for inflation
  - Exclusions are clearly listed on page 2 of the cost plan, as set out in Appendix 8
- 

## **Provide information on margins and contingencies that have been allowed for and the rationale behind them**

Stockdale were appointed cost consultant for the development of the priority projects identified in the Folkestone Place Plan and for the subsequent development of this LUF bid. Below is an overview of the margin and contingency allowed for and the rationale. The financial control mechanism, that both KCC and FHDC use will ensure the project can be delivered within the allocation budget. Measures, such as value engineering and rescoping the project, will be deployed as a final measure should the LUF allocation not be adequate. Conversely if any allowances result in surplus budget, as more cost certainty becomes known, these can either be reallocated to enhance the project (project authorisation allowing) or given back to DLUHC. Appendix 9 shows the detailed cost plan for all elements of the project, including the margins and contingencies that have been allowed. This is also summarised below:

Construction costs (net), as per detailed breakdown.

Rationale - This is the construction cost net of preliminaries, KCC management, contingency, fees etc.

Uplift for artistic elements on individual items (net), as per detailed breakdown.

Rationale - Sums have been apportioned to allow additional funding for artistic embellishments for the projects which are key to achieving originality and creating a sense of place. It is imperative that the unique artistic flavours that Creative Folkestone have brought to Folkestone, through the creative quarter regeneration and the Triennial, are included in the project, as this is part of Folkestone's USP.

Uplift for artistic wayfinding elements, as per detailed breakdown.

Rationale - As above - but on wayfinding elements.

Main Contractor's OHP (10%)

Rationale - All of the costs include main contractor's overheads and profit at an assumed rate of 10%. This value aims to predict a 'mid-value' provided by potential tenderers, especially if the project is split into different contracts. However, there would be justification to reduce this percentage should the entire project be tendered under a single contract.

Main Contractor's Preliminaries (15%), on net construction costs only.

Rationale - These fees are for the site running costs (i.e. site managers, labourers, technicians etc), as well as the provision of access scaffolding, hoardings welfare, completion of o&m's, etc. This figure is based on previous experience. This sum could be higher or lower depending on the main contractor and their specific setup.

KCC Management Fee (10%), against net construction costs and preliminaries.

Rationale - Stockdale were advised by KCC via FHDC / WMT to add KCC's management fees to the construction costs / preliminaries: the figure of 10% was provided by KCC. "It is 10% of the construction costs and is usually applicable should a District council procure a contractor which then KCC as Highway Authority checks and signs off. If KCC is to deliver, it is still worth keeping this in as it will cover KCC Staff costs with regards to a PM, Site Supervisor, CoW etc." Lee Burchill, Major Capital Programme Manager KCC.

Adjustment for sums not applicable to KCC Management Fee.

Rationale - Some items are not within the remit / scope of highways, pavements and / or street works and thus it was not appropriate to charge 10% against these sums; this is an adjustment for those items.

Construction Contingency (15% on all of the above).

Rationale - 15% is appropriate at this Stage of the design (RIBA Stage 2). With so many unknowns, this contingency covers design development risks, construction risks and employer change risks. A risk allowance of 5% would arguably be too low given the number of assumptions, and although 10% could potentially be justifiable, on balance 15% feels sensible given the size and scope of the project. This contingency would reduce based on more detailed information at the next stage of costing.

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## **Describe the main financial risks and how they will be mitigated**

The following key financial risks have been identified and carefully considered as to how these can be mitigated during the project development stage to ensure that the bid reflects this in terms of costs and project plans. A detailed risk register is set out in Appendix 11.

The key financial risks are as follows:

Not securing LUF Funding will result in the project not going ahead.  
Mitigation - Ensuring the application scores highly and there is clear demonstration re VFM and deliverability.

LUF funding is reduced and impacts on the ability to create transformational change in Folkestone.

Mitigation - Stressing that any reduction in funding allocation would undermine the ability to create transformational change and limit any positive change for the deprived communities which is why Folkestone has been identified as a priority 1 area.

Delays in Bid success announcement will impact project profile and potentially create additional cost.

Mitigation – Ensure FHDC funding is in place to commence the design work required to meet the timetable, prior to announcement. Allowance for potential delays has been built into the timetable.

Cost increases and delays on utilities diversions due to wider economic factors will cause dependency issue with critical path and cost creep.

Mitigation - A 15% contingency has been included to allow for the fluctuation of costs. Design the most efficient routes for Utility diversions. Engage early on with Utility companies to achieve available road space in line with other works and keep in regular contact.

Construction material price increases (inflation, availability).

Mitigation - Early design production and agreement to ensure material prices are fixed early. Identifying substitute material pallet could also help to mitigate financial risk.

Delays in material supplies that impact on project programme which cause overrun and additional cost.

Mitigation - During the design phase look at building in a material substitute palette and ensure supply chains are robust and reliable, with favourable refund terms.

Contractor employed goes bankrupt which would cause significant delay and additional cost.

Mitigation - Full due diligence on chosen contractors will be carried as part for the rigorous procurement process. All stage valuations will be carefully managed to ensure payment is only made for work carried out.

Third party landowners fail to agree and delay project causing cost overrun.

Mitigation - Majority of land is either KCC or FHDC owned. A small parcel of land is in third party ownership (Elandi) and Station Approach is leased and managed by Southeastern, so there has been early engagement and support obtained (evidenced in the letter of support in Appendix 3).

Severe and prolonged winter during Q3-Q4 during works.

Mitigation - Ensuring the project programme has sufficient time allowance for such delays.

Design creep during construction will cause cost increase.

Mitigation - Strong project management to agree designs within budget and that any agreed variations to design will be fully costed within budget and risk assessed. Any agreed designs with additional budget requirements will be met through and underwritten by FHDC.

Opposition to plans which delays programme and adds costs.

Mitigation - Extensive consultation and engagement during the development of the Place Plan and LUF project development with FHDC business and residential community has ensured a strong buy in (as evidenced in Appendix 3). Continued engagement planned throughout the RIBA 3 and 4 design stage.

As the accountable body, FHDC Section 151 officer will underwrite any cost increases on the project over and above that specified in response to Q6.1.1. The Delivery Partnership Agreement between FHDC and KCC will include a section on risk and how that will operate, and this will be developed during the interim period before announcement of LUF success.

The majority of risks will be managed by the scheme programme managers in accordance with FHDC and Kent County Council Business Management System (which is 9001 accredited).

Construction risk will be shared with the procured scheme contractor as set out within the tendered contract. This will be carefully considered to ensure not all risk is placed with contractor as this could result in high costs tender returns. The contract was developed in line with the Construction Playbook, which provides the current guidance / best practice for procuring contractors within the UK. The contract is a traditional contract, using NEC4, Option B, which provides a balance between risk and reward for the contractor. Key financial risks will be allocated with the contract. More details can be provided following a successful LUF award.

The majority of mitigation measures put in place will deal sufficiently with the identified financial risks. Should there be cost over runs these will be dealt with by the healthy contingency percentage within the project bid. Should this not be sufficient, then ultimately these will be underwritten by the S151 Officer to ensure the scheme get delivered at no extra cost to DLUCH.

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Upload risk register

Appendix 11 Folkestone\_A\_Brighter\_Future Risk Register.xls

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## **If you are intending to award a share of your LUF grant to a partner via a contract or sub-grant, please advise below**

FHDC will be the accountable body for the LUF funding with KCC acting as the delivery arm for the highways and public realm elements of the project, through their role as the Local Transport Authority with responsibility for highways. KCC's Major Capital Programme Team will project manage and deliver these elements of the Folkestone - A Brighter Future project, with FHDC acting as the 'client'. The Major Capital Programme Team has acted as a delivery arm for many of Kent's district councils and have a lot of experience and a good reputation for this type of work. However, FHDC will nevertheless maintain strong oversight to ensure that the projects are completed and the vision for Folkestone is achieved as outlined in the Folkestone Place Plan.

The Folca element of the project) will be delivered directly by FHDC following the council's own procurement procedures and processes. This will be led by the FHDC Programme Manager, Rod Lean.

KCC's role as delivery partner will be established through a Delivery Partner Agreement, which will include ensuring that disbursement of the LUF grant is in accordance with UK subsidy controls and public procurement rules.

KCC will commission the design to RIBA stage 5 and all the associated surveys and construction work for the following project areas:

- Station approach
- Cheriton Road and Cheriton Gardens
- Station Arrival Area
- Middelberg Square and Shellons Street,
- Bouverie Square
- Sandgate Road and Guildhall Street

KCC will then undertake the procurement, appointment of contractor and oversee the delivery of the works.

The funding for KCC to deliver the highways and public realm elements of the project will be drawn down as set out in the Delivery Partner Agreement. This will detail the controls in place to manage the grant and explain the rules and processes that have to be followed, including those relating to subsidy controls and public procurement rules

Within this project it is imperative that the unique artistic flavours that Creative Folkestone have brought to Folkestone, through the creative quarter regeneration and the Triennial, are included. The remit of Creative Folkestone will be established through a Grant Funding Agreement with FHDC to give them a watching brief and involve them in the design and implementation of works. Creative Folkestone will advise KCC and the lead consultant where artistic uplift is required within the public realm and highways elements of the project to maximise impact and amplify Folkestone's USP. Creative Folkestone will procure local artists who could be commissioned to implement any key uplifted features.

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## **What legal / governance structure do you intend to put in place with any bid partners who have a financial interest in the project?**

FHDC are the accountable body and KCC will be the delivery partner in their

role as Highway Authority.

An Delivery Partnership Agreement between FHDC and KCC will outline formal arrangements, including:

- Background,
- KCC's obligations,
- FHDC Obligations,
- Fees and payment,
- Variation of the works,
- Governance, Accounts and Records,
- Monitoring,
- Policies and procedures,
- Branding and Communication,
- Changes to the agreement,
- Resolutions and Disputes,
- Duration Termination and Survival,
- Freedom of Information,
- Data Protection,
- Intellectual property Indemnity and Disputes Notices,
- Status and Equalities,
- Third Party Rights,
- Power to entering the agreement,
- Compliance with Laws and Policies,
- Force Majeure and Governing Law.

The agreement will also include the various schedules to articulate the scope of works.

A strong robust governance structure will be put in place to provide accountability and a clear decision-making process. The following contract management structure will be put in place to manage the contract between FHDC and KCC Major Capital Programme Team:

#### PROJECT STEERING GROUP (PSG) MEETING

- Highlight Report

#### PROGRAMME BOARD (PB) MEETING

- Sponsoring Group Progress Report

#### SPONSORING GROUP (SG) MEETING

A Project Steering Group (PSG) will be established comprising the FHDC Programme Manager, KCC's lead officer with multi-disciplinary Team, including the Clerk of works and financial controller. Meetings will be held monthly to discuss progress and the technical detail to enable proactive management. A Highlight Report will be produced and used to identify and escalate any areas of concern, or where decisions are required by the Programme Board.

The Programme Board (PB) will be held monthly comprising members of KCC's delivery team and FHDC's project team, chaired by FHDC's Programme Manager. This is an opportunity to drill into specific details and review financial progress.

Where the PB is unable to resolve an issue, it will be escalated to the Sponsoring Group (SG) which will also be held bi-monthly chaired by the FHDC Director of Place, with attendance of the KCC Director of Highways, the FHDC Project Manager and KCC's Programme Manager from the Major Capital Programme Team. Technical advisors will also be invited where necessary to address any issues. The Sponsoring Group is the final decision point for any escalated issues. Appendix 12 shows the structure of KCC's Major Capital Programme Team.

KCC as the delivery partner will be managed in line with FHDC contract management processes which will follow Prince 2 or APM project management processes. To ensure robust financial management of the projects and associated budgets there will be comprehensive financial controls to manage the allocated project budget and ensure the scheme is financially compliant.

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## **Summarise your commercial structure, risk allocation and procurement strategy which sets out the rationale for the strategy selected and other options considered and discounted**

FFHDC Council makes decisions using a two-tiered system of Full Council and Cabinet meetings with appropriate delegations from Council to Cabinet and various sub committees, such as planning, in line with the Council's approved constitution.

Members, especially the relevant ward councillors impacted by the bid have been consulted with and have been fully engaged in the development and approval of the Levelling Up fund bid.

The adopted Folkestone & Hythe District Council Financial Procedure Rules are regulations that clearly lay out the financial responsibilities of Full Council, the Cabinet, the Section 151 Officer, Second Tier Service Managers and other employees to ensure financial accountability at all levels of the Council.

Using a dedicated financial code in the Council's Financial Management System, project expenditure will be regularly reviewed by the lead Finance Officer and Programme Manager to ensure monitoring is undertaken in a timely manner and that the financial conditions of the grant are complied with.

Risks associated with the project will be monitored via a detailed Risk Register held by and updated by the FHDC Programme Manager. These will be regularly reviewed by the Project Team through the arrangements set out in response to 6.1.10 above and actions to alleviate risks will be actioned. Key risks that cannot be managed will be further assessed as part of the corporate risk register and severe risks will be reported to members via the quarterly risk management report.

The refurbishment of Folca will be delivered by FHDC, with the remaining highways and public realm improvements undertaken by KCC. However, FHDC will have overall responsibility for the project, as the accountable body for the LUF funding. Responsibilities assigned to KCC's Major Capital Programme Team, together with how the risk will be shared between FHDC and KCC, the proposed procurement strategy, including the alternatives considered, are set out in Appendix 13.

If the LUF application is successful a legal Delivery Partnership Agreement will be entered into between FHDC and KCC which will contractually ensure compliance with the outcomes and conditions laid out within the terms of the LUF award. This will also set out how KCC will manage their own procurement practice in line with Council requirements and manage any risk associated with delivery.

Regular meetings between the FHDC Programme Manager and the KCC Programme Manager in the Major Capital Programme Team and the involvement of the FHDC and KCC directors in Sponsoring Group meetings will further ensure delivery of the project to schedule with any issues identified early and remedied appropriately.

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## **Who will lead on the procurement and contractor management on this bid and explain what expertise and skills do they have in managing procurements and contracts of this nature?**

Appendix 13 sets out the procurement responsibilities for delivering different elements of the Folkestone - A Brighter Future project. FHDC will lead on the procurement and contractor management of the Folca ground floor refurbishment scheme, including both the design and physical works. The remaining projects will be delivered by KCC, the delivery partner, due to their role as Local Transport Authority with responsibility for highways and their vast experience in delivering similar schemes in Kent.

FHDC Chief Officer Place and Growth, Rod Lean, who is an experienced

project manager, will be the FHDC Programme Manager, overseeing the procurement and contract management of the overall project, including managing the KCC delivered elements of the project and the refurbishment of Folca which will be led by FHDC. Rod has experience of full project life cycle delivery, (feasibility, bid writing, project set up (prince 2 methodology) procuring, delivery, project closedown, auditing (including ERDF) and evaluation) and has delivered a range of projects including buildings, civil infrastructure, environmental and town centre regeneration schemes.

FHDC will also procure a multi-disciplinary team who will help implement the design, procurement, and delivery of the Folca refurbishment project, as set out in response to question 6.2.3 (next question).

KCC's Major Capital Programme Team will be the delivery partner for the highways and public realm elements of the project. The team has delivered an array of large internal and external highway schemes, as both the accountable body and delivery partner to various District Councils. Appendix 12 provides more details of the Major Capital Programme team structure, approach and experience of delivering similar projects.

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## **Are you intending to outsource or sub-contract any other work on this bid to third parties?**

FHDC will carry out the procurement process for the Folca refurbishment project to select a multi-disciplined lead consultant, as FHDC does not have the capacity in-house. Within the procurement brief, there will be a clear set of aims and objectives and outcomes to ensure the perspective consultant is clear on what they are expected to deliver and by when. This brief will be for support to carry out the design, write the tender specification, undertake procurement and act as Clerk of Works for the refurbishment works.

This process will be initiated prior to LUF announcement to ensure key capacity can commence as soon as possible if the bid is successful. The procurement documentation will explain clearly that the refurbishment work will only commence if FHDC is successful with the LUF bid. This procurement exercise will follow FHDC procedures as set out in Appendix 13

KCC will procure a multi-disciplined design consultant team (including Quantity Surveyor, Urban design, civil engineers, artist, etc) to help prepare and design all the key highways and public realm improvement works and prepare tender documentation for construction work. The commission will include evaluation of tender returns and recommendations. This commission will continue the current work carried out by lead consultant We Made That and will take the designs from RIBA stage 2 to RIBA stage 4. KCC will use a framework of consultants which will minimise due diligence check, but also ensure VFM through a mini procurement exercise. More detail of the approach adopted by the KCC Major Capital Programme Team is set out in Appendix 12.

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## **How will you engage with key suppliers to effectively manage their contracts so that they deliver your desired outcomes**

FHDC and KCC will manage the project/consultants/contractors for all elements of the project using prince 2 principles and ensure that Highlight Reports are compiled for each component part of the project to give an overview of progress at Project Steering Group meetings. These will also identify whether there are any dependency issues between projects which need to be remedied. A traffic light system will be used to flag project status and known slippage and the remedial actions required to bring the delivery back on track. An updated Issues Log to highlight any problems will be continually monitored and reviewed and an updated Risk Register will also be included to highlight any new risks and how they will be mitigated.



## Set out how you plan to deliver the bid

The programme of projects will be split into 5 key packages of works, with one led by FHDC and the remaining four led by KCC.

### FHDC -led Folca Packages

1. Multi disciplined team appointed to oversee survey work, specification development, procurement of refurbishment and managing the refurbishment contract (£119,000)
2. Refurbishment contract (£2.2 million) to undertake Folca works.

### KCC – led Highways and Public realm Packages

3. Design package (£1.8 million) team appointed to design projects to RIBA stage 3 and 4, prepare the tender document, evaluate tends and oversee work in tandem with KCC Clerk of works to ensure design integratory.
4. Highways Construction Package (£7.4 million) including works for Station approach, Cheriton Road and Cheriton Gardens Station Arrival Area, Middelberg Square and Shellons Street
5. Public Realm Improvement Package (£7.6 million) to deliver the public realm improvements for Bouverie Square, Sandgate Road and Guildhall Street

### Key Milestones for Project delivery

The project schedule is set out in Table D P1 Delivery Milestone sheet in the accompanying Project Costings Workbook and the key milestones are:

- Appoint multi discipline team for commercial refurbishment design and specification work for Folca (works package 1 above) by September 22
- Procure and Appoint Refurbishment Contractor for Folca by December 22 (pending LUF success)
- Procure Multi-disciplined Design consultant for KCC-led projects (work package 3 above) ready for appointment in November 2022
- LUF announcement October 2022
- Complete RIBA stage 3+4 on KCC-led projects (works package 3 above) by March 23
- Commence procurement of KCC-led Highway construction contractor (works package 4 above) in April 2023
- Appoint KCC-led Highways construction contractor (works package 4) in July 2023
- Complete Folca first phase separation works in March 2023
- Complete Folca refurbishment works in June 2023
- Complete Public Realm RIBA design stage 3 + 4 (works Package 5) by September 23
- Prepare tender documentation and procure for Public Realm works (works package 5) by December 23
- Complete Station approach work (works package 4) by December 2023
- Appoint Package 5 works contractor in January 2024
- Complete works in Cheriton Road and Cheriton Gardens by June 2024
- Complete works in Middelburg Square and Shellons Street by June 2024
- Complete works in Station Arrival Area by December 2024
- Complete works in Bouverie Square March by December 2024
- Complete works in Sandgate Road and Guildhall Street by September 2024

### Key Dependencies

- FHDC will commission (at risk) the appointment of the consultant team for Folca to ensure delivery timeline for building separation milestone is met.
- Successful LUF grant funding announcement by end October 2022
- Appointment of design consultants for works package 3 by end October 2022 (subject to successful Bid) to ensure programme is not compromised.
- Works on Middelberg Square and Shellons Street (work package 4 above) must be completed by end of Q4 2023/24 to enable the bus station to be transferred before works on Bouverie Square can commence in Q1 2024/25
- The new entrance to the Middelburg square carpark needs to be carefully

managed to avoid programme implications

- Traffic management orders require an 8 week buffer for objections

#### Task Duration

Table D P1 Delivery Milestone in the accompanying Project Costings Workbook indicates that the project duration is from July 2022/23 to March 2024/25

#### Roles and responsibilities

FHDC will be the accountable body to DLUHC and client to KCC. FHDC will oversee the LUF project from inception to completion. A dedicated FHDC Programme Manager (PM) will oversee the overall project delivery and act as the lead for the Folca project, with a suitably qualified external consultant procured and appointed to deliver the scheme. The PM will interface with key KCC key personnel, as will be set out in the governance arrangements with KCC. FHDC will appoint an internal Finance Officer to monitor overall budget performance for all elements of the project. The PM will also be the key liaison point with the Department for Levelling Up Housing and Communities (DLUHC) and oversee all relevant processes, supported by an Economic Development officer at FHDC who will work part time on the project. The PM will also be the key report to the Project Board.

The key personnel involved in this project at FHDC will include:

- 1 x FHDC Programme Manager
- 1 x Finance Officer (part time)
- 1 x Economic Development Officer (part time)

The KCC-led elements of the project will be led by their Major Capital Programme Team which will structure their resource to deliver the project as follows and will include:

- 1 x KCC Programme Manager - responsible for overall management of KCC scope of works
- 1 Project Manager – responsible for managing the Highways and Public Realm design phase)
- 1 Clerk of Works – responsible for managing the delivery on site and interfacing with Project Manager)
- 1 Site Supervisor – responsible for delivery on site

FHDC and KCC Programme Managers will jointly arrange the various project meetings as set out in the governance arrangements see section (6.1.10). A dedicated project manager (prince 2 or APT qualified) will cover both the Highways package and Public Realm package of work. They will interface with the Clerk of Works and the Design consultant and will create monthly Highlight reports which will feed into an overall programme Highlight Report written jointly by the FHDC and KCC Programme Managers. This will be used to update project progress and the various governance meetings.

FHDC project Finance Officer will monitor project spend against profiled budget and will prepare a financial update to both the Project Board and DLUHC.

The skills required to deliver this project, which are currently not available in-house either at FHDC or KCC, will form part of the external resource requirement that will be procured (i.e. the Multi-Disciplinary Team mentioned in work packages 1 and 3 above) include:

Folca

- Quantity surveyor
- Structural engineer
- Architect
- M&E specialist
- Surveyors
- Contract manager
- Finance Manager

Highways and Public Realm works (design and works)

- Master planners,
- Artist advisor

- Traffic engineers,
- Services engineers
- Quantity surveyor
- Structural engineer
- Architect
- M&E specialist
- Surveyors
- Cost Consultants

Creative Folkestone is to be appointed as the artist advisor and will be part of the delivery team for the highways and public realm improvements work. In addition to these external skill requirements, specialist companies will be procured to carry out the following key tasks as part of the preliminary works for the project:

- Topographical surveys, (prior to project announcement)
- Site investigations,
- Asbestos / soil testing,
- Archaeological surveys,
- Environmental surveys
- Legionella specialists
- Mechanical and Electrical survey

FHDC and KCC programme managers will jointly arrange project meetings as set out in the governance arrangements outlined in response to question 6.1.10. Two dedicated project managers (prince 2 or APT qualified) will be assigned within the team - one for the Highways works (works package 4 above) and the other for the Public Realm works (work package 5 above). They will interface with the Clerk of Works and the Design consultant and will create monthly Highlight reports which will feed into an overall programme Highlight Report written by the FHDC and KCC Programme Managers. This will be used to update project progress and the various required governance meetings.

#### Benefits Realisation Plan

Our response to Question 6.4.1 sets out the plans for Monitoring and Evaluation of the project and a Benefits Realisation Plan will be completed once the LUF funding has been secured. This Benefits Realisation Plan will serve as a management tool to monitor, track and manage the collective set of benefits associated with a programme or project.

#### Stakeholder Engagement

Early-stage engagement with stakeholders has been an ongoing activity as part of the Folkestone Place Plan work and further developing the projects. This will continue to be an important part of the project going forward. A formal Stakeholder and Communication Strategy will be developed once the LUF funding has been awarded, which will underscore our approach to managing different stakeholders. Stakeholders will be approached with different level of engagement depending on their needs, as follows:

#### Intensive consultation with:

- Those directly affected by the scheme and whose agreement is required in order for the scheme to progress.
- Consultation will be undertaken throughout the design and implementation.

#### Stakeholders:

- Highway Authority KCC
- Stagecoach
- FHDC and KCC Councillors
- Folkestone Town Council Councillors
- MP
- Landowners including Southeastern, Network Rail and Ellandi

#### Consultation with:

- Those affected by the scheme and who can contribute to the success of its design, construction and operation.
- Consultation will be undertaken at key stages of the project.

#### Stakeholders:

- Scheme Users
- Statutory Undertakers
- Developers

- Local Residents
- Local Businesses
- Local forums

Information provided to:

- Stakeholders with some interest in the scheme or its use.
- Information will be provided through press releases and through other media, including emails and on websites at key stages.

Stakeholders:

- Local Businesses.
- Tourists and visitors.

The consents required to undertake the project are as follows:

- The Highways and Public Realm capital works can be progressed under section 278 of the Highway Act so will therefore not require planning permission.

- APA Network Rail approval will be required for works close to the rail network.

- The Utilities and Topographic surveys will identify the utilities affected by the project and the consents required.

- The refurbishment of Folca will require Building Regulations and this has been allowed for within the project schedule.

- All land ownership has been identified as part of the RIBA 2 design process and all landowners are in agreement with the proposals.

- Implement the process for land adoption for the landholding adjacent to the Bouverie Square currently owned by Ellandi.
- 

## **Demonstrate that some bid activity can be delivered in 2022-23**

FHDC aims to progress detailed design work for both Folca and for the Highways (works package 4) as set out in the project schedule in Table D P1 Delivery Milestone in the Project Costing Workbook.

The Folca building has 2 distinct areas, Folca 1 and Folca 2, with the former currently being developed as a new medical centre and outside the scope of this project. Folca 2 is the refurbishment element that is part of this bid and work has already commenced to procure the refurbishment consultant that will be appointed by the end of August 2022. The appointed consultant will initiate and manage all the key surveys required to help inform the scope of the refurbishment works. The consultant will also prepare a tender specification and procure works and, pending the timing of the LUF funding announcement, will look to appoint contractors for commencement of the refurbishment in January 2023. A key milestone of separating the Folca 2 element from Folca 1 will be achieved by March 2023.

Work is already underway at risk by FHDC to ensure that the activity is delivered as set out in the project schedule. Some feasibility work has been already carried out on Folca 2 and this has concluded that refurbishment of the building is the most viable route going forward. The aim is to refurbish the ground floor and bring up to standard the M&E aspects of the building so it can be brought back into use. Folca 2 also needs to be separated from Folca 1 through the construction of a wall. Once the refurbishment of the ground floor is complete, the project team will then investigate future uses for the building, including the implementation of a test lab to bring in new use to the building

The design consultant for the Highways and Public Realm improvement (works package 3) will be procured by KCC prior to the expected LUF funding announcement in October 2022. However, work will not be formally appointed until FHDC know the outcome of this LUF bid. Subject to a successful bid outcome, the design consultant will then commence the Highways construction and Public realm improvements (work packages 4 and 5) with the RIBA stage

## **Risk Management: Set out your detailed risk assessment**

A detailed assessment of risks and how it is proposed to mitigate these has been set out in the accompanying Risk Register in Appendix 11. The main risks to the project relate the tight programme timescale and two potential issues relating land in private ownership which are discussed below.

Because it will be necessary to relocate the bus station before work can begin on the delivery of Bouverie Square, works to Middelburg Square will have to be complete ahead of the Bouverie Square works. This puts pressure on the programme to deliver both elements by the March 2025 deadline. To ensure delivery on time, design work will commence ahead of the expected decision of the LUF award. Conversations have already started with KCC Major Capital Programme Team which has been closely involved with the development of this application and will be delivering the Highways elements of the project. This has included discussions on the most time efficient procurement routes for design and delivery. Three months has also been allowed at the end of the project for works for slippage. KCC's Major Capital Programme Team has a wealth of experience of delivering projects of a similar scale. If the LUF bid is successful, the delivery of the project will be prioritised with appropriate resources allocated within the KCC team.

A small strip of land between Bouverie Place Shopping Centre and Bouverie Square, which has been incorporated into the new design of the square, is currently in the ownership of Ellandi who also owns the shopping centre. Ellandi is fully supportive of the project (see letter of support in Appendix 3) and can see that the Bouverie Square proposal will significantly benefit the Shopping Centre by creating a better arrival space and the enhancement to the Folkestone town centre environment will driving more footfall. The process to transfer ownership of this strip of land has not yet been implemented so there is a small risk associated with this.

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## **Provide details of your core project team and provide evidence of their track record and experience of delivering schemes of this nature**

FHDC are the accountable body for the Folkestone – A Brighter Future project and as such will be responsible for managing the overall project and will be the direct link to DLUHC. FHDC project management will be led by Ewan Green Director of place, who is an experienced Regeneration and economic practitioner with over 20 years on project management and delivery. Rod Lean will be the FHDC Programme Manager and has over 14 year of regeneration experience managing Highways, civil engineering, public art, town centre regeneration and environmental projects (including from ERDF, LDA, HCA, GLA, HLF, CLG funding bodies). All these projects were overseen from inception through to completion including project closedown and evaluation and also through rigorous European audit.

As outlined in response to Q6.2.3, FHDC will lead on the Folca refurbishment and engage a multi-disciplined design team to deliver designs to RIBA stage 3 to 6. As set out in the governance arrangements (see response to Q6.1.10) KCC will act as Delivery Partner for FHDC on the Highways and Public realm improvement elements of the project. Although FHDC will retain overall responsibility for the full programme, project management responsibility for these elements will be assigned to KCC's Major Capital Programme Team through a legal Delivery Partnership Agreement. The KCC Major Capital Programme Team will identify key leads within their team for the project (see response to Q6.3.1) and will also engage a multi-disciplined design consultant to oversee these elements to RIBA Stage 3 to 6.

KCC has a successful track record of delivering highways schemes within the county. More details of these are set out in Appendix 12. The individual in the

Major Capital Programme Team that will be involved in this project include:

Lee Burchill, Major Capital Programme Manager – Lee has over 15 years' experience within transportation fields in both the public and private sectors, working either directly or on behalf of various Highway Authorities. Extensive experience in the management of multidiscipline teams working on various aspects of complex and high-profile projects. Currently managing the Major Capital Programme team which has responsibility for the delivery of projects funded through the Local Growth Fund (LGF), Housing Infrastructure Fund, National Productivity Investment Fund, Major Road Network and Large Local Majors Fund as well as S106 Developments. The programme is valued at over £500m and consists of projects at different stages of development, which need to be delivered to challenging timescales and are essential in unlocking further economic growth for the county and the South East.

Barry Stiff, Senior Project Manager. Barry has over 30 years' experience working on highway projects in Kent for both public and private sectors, with a degree in Civil Engineering. Extensive knowledge of design and construction and have fulfilled both NEC Supervisor and Project Manager roles on site. Broad knowledge of the NEC Contract and construction contracts. Very experienced in the project management and co-ordination of complex multi-disciplinary projects, both as design and client project manager, including engagement with third parties, such as Homes England, National Highways, Network Rail, EA, landowners and utility companies. Well versed at managing several projects and priorities and delivering to tight timescales

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## **Set out what governance procedures will be put in place to manage the grant and project**

Folkestone & Hythe District Council will be the accountable body for the LUF grant award for the Folkestone – A Brighter Future project. FHDC's Section 151 officer will underwrite any cost increases on the project over and above that specified in response to Q6.1.1.

Folkestone & Hythe District Council operates a two- tiered system of Full Council and Cabinet meetings with appropriate delegations from Council to Cabinet and various sub committees.

The adopted Folkestone & Hythe District Council Financial Procedure Rules are regulations that clearly lay out the financial responsibilities of Full Council, the Cabinet, the Section 151 Officer, Second Tier Service Managers and other employees to ensure financial accountability at all levels of the Council.

The FHDC Cabinet approved the submission of this LUF application (C/22/14) at the meeting in June and the full Council meeting in July approved the allocation of the 10% match funding for this project in July (A/22/15).

Using a dedicated financial code in the Council's Financial Management System, project expenditure will be regularly reviewed by the lead FHDC Finance Officer and FHDC Programme Manager dedicated to the project to ensure monitoring is undertaken in a timely manner and that the financial conditions of the grant are complied with.

Within the Folkestone- A Brighter Future project, the refurbishment of Folca will be delivered by FHDC, with the remaining highways and public realm improvements undertaken by KCC. If the LUF application is successful a legal Delivery Partnership Agreement will be entered into between FHDC and KCC which will contractually ensure compliance with the outcomes and conditions laid out within the terms of the LUF award. This will also set out how KCC will manage their own procurement practice in line with Council requirements and manage any risk associated with delivery.

The arrangements for managing the project with KCC's Major Capital Programme Team, including roles and responsibilities and meetings are set out in response to Q6.3.1 above.

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## **If applicable, explain how you will cover the operational costs for the day-to-day management of the new asset / facility once it is complete to ensure project benefits are realised**

The former department store vacated by Debenhams in January 2020 (now named Folca) was acquired by FHDC in May 2020. The building itself is in a very poor state of repair, and currently unviable for private sector investment. If this LUF bid is successful it will enable the acceleration of essential works to bring the building back into use, rendering it more viable for prospective occupants.

Due to the level of works required, size of footprint and post remediation works, FHDC is planning to realise occupancy through an iterative process. The main priority is to animate the ground floor as a priority, to realise maximum benefit of occupying the full retail frontage. The approach will enable appropriate and new uses to be explored and to create a "test lab" environment whereby new uses can be tested which will potentially deliver a cluster of new uses which anchors the western end of the high street, creating a vibrant core to this area of the town.

The key requirement from LUF is the funding to carry out the essential refurbishment works, with all operational and ongoing costs of the Folca building to be covered by the FHDC. As the council moves through this process, it is recognised that without levelling up funding the timescales for delivery and ultimate occupation will be adversely affected. As a key building in the heart of Folkestone, this will enhance the transformational outcome of the LUF project, and particularly influence how the town centre is perceived as a place to visit and dwell and be a key driver of future investment.

Going forward FHDC will look to identify an optimum model to realise the benefits of Folca. This might become operator-led or one where the council will continue to curate and manage tenancy direct.

KCC will maintain the new public realm and highways assets in accordance with their role as Highway Authority. To ensure the new asset is protected against future repairs and to ensure the integrity of the impactful high quality public realm and pride in place, it is imperative that the proposed uplift in non-standard materials is considered in context of current Local Authority budgets. It is therefore vital that the budget for the project has included a sum allocated to purchase a quantity of non-standard materials upfront, with a view to storing this appropriately for future use. This will ensure that all future repairs will utilise the uplifted material and not revert to the standard maintenance pallet of materials. As the highways and public realm design is further developed, a more accurate figure will emerge and any surplus from the £850,000 allocated for this will be either reinvested into the scheme to enhance the project (subject to funders approval) or given back to DLUCH.

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**Upload further information  
(optional)**

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## **Set out proportionate plans for monitoring and evaluation**

FHDC is committed to robust monitoring and evaluation across all of its service areas, programmes and projects; the principles for this are established within the Council's Corporate outcomes.

This commitment and ethos will be ingrained within LUF programme from the outset; the programme forms an integral part of FHDC's response to the challenges facing residents in Folkestone, and we recognise that good evidence has a crucial role to play both in driving successful delivery and in informing future delivery approaches.

The monitoring and evaluation process will be multi-dimensional in its purpose and will look to go far beyond 'a box ticking exercise' to deliver useful and meaningful insights for a range of audiences. These audiences are likely to

comprise strategic partners (government and local policy makers), as well as local partners (local residents, businesses and interest groups). While specific research questions will be defined as part of a formal evaluation framework (see below), the work will look to broadly cover four interlinked research dimensions:

- Impact: Has the programme been effective in terms of impact achieved versus the outcomes targeted?
- Process: Has the programme been delivered efficiently from a process, management and governance perspective?
- Value for money: Taking into account the breadth of evidence on delivery effectiveness and efficiency, has the programme delivered clear value for money?
- Learning: What lessons are relevant for strategy development and delivery (both locally in Folkestone, but also for policy makers and professionals more broadly)?

The specific approach to monitoring and evaluation will be guided by:

- Formal national evaluation and appraisal guidance as set out within the Magenta and Green Books
- Programme- wide monitoring and evaluation guidance for the LUF (based on previous government funding rounds we assume that parameters will be set by formal 'self-evaluation' guidance published by HM Government)
- The recent Folkestone Place Plan, which sets the local strategic context
- The Theory of Change for the programme, which confirms the change being targeted and how success is defined.

Our proposed approach to monitoring and evaluation activity is summarised below:

Phase 1: Evaluation framework. Once the final delivery scope is confirmed, a detailed evaluation framework will be developed which provides clear parameters for the evaluation and in doing so, sets out: the final theory of change for the programme, the final research questions for the evaluation, the final set of outputs, outcomes and impacts, and the research approach / methodology. Importantly, this will also establish the approach to reporting progress and impacts to different programme funders; ideally a single evaluation approach will be established which meets the needs of these different partners.

Phase 2: Baseline. Once output and outcome measures are finalised, work will be undertaken to establish the final baseline position. While this is largely already in place, there may be one or two areas where further research is required to fill gaps.

Phase 3: Ongoing monitoring. Once delivery is underway, evidence will be collected on an ongoing basis where possible. While many of the impacts will not crystallise until after the end of delivery, there will be some short-term changes which will be tracked (e.g. short-term changes to footfall flows or spend patterns). This 'formative' evaluation approach will allow the team to learn and take action whilst projects are in the delivery phase. A short 'interim evaluation' report will be produced at the mid-point in delivery, to collate findings to date and to set foundations for the final evaluation.

Phase 4: Summative evaluation. The final evaluation will take place once delivery is complete; ideally this will be 6 months to a year after the end of programme delivery (to allow the interventions time to 'bed in'). However, timing will ultimately be guided by DLUC expectations. While the format and content of the report will follow any expectations set by programme funders, we would expect it to contain: all final data on impact, narrative on the delivery process, an examination of the strategic added value of delivery (taking into account partnership working, leveraging of funding, examples of leadership and influence), key achievements and lessons learnt, and recommendations and forward planning (where relevant).



Regarding the outputs, outcomes and impacts which are relevant to the Folkestone – A Brighter Future project, these are identified in the Table E of the accompanying costings workbook and include:

- Bus station improvements (1200m2)
- Change in passenger experience/satisfaction
- New or improved pedestrian paths (21000m2)
- Change in pedestrian flow
- New or improved cycle ways (250m)
- Change in pedestrian flow
- Dilapidated buildings improved (1700m2)
- Change in employment rate
- Change in vacancy rates
- Change in business investment
- Public realm created or improved (21000m2)
- Green or blue space created or improved (3380m2)
- New trees planted (91)
- Retail space created or improved (1600m2)
- Hospitality space created or improved (1600m2)
- Office space created or improved (1600m2)
- Change in perceptions of place (business, residents and visitors)
- Change in footfall
- Sustainable drainage create (1680m2)
- Improved flood resilience

Given the breadth of projects the KPIs identified are relatively diverse. They aim to capture both the quantitative and qualitative impacts of the interventions, recognising that many of the ultimate outcomes being targeted related to more intangible factors relating to the lived experiences of programme beneficiaries.

Evidence collection will draw on a diverse range of sources, including: monitoring information collected by the project delivery team (largely relating to outputs – e.g. xxxm2 of public realm improvements; information on footfall, vacancy & spend); bespoke monitoring put in place by the council (e.g. to understand local traffic flows and active travel take up); data from third parties (e.g. information on land values) and bespoke primary research (e.g. perception and impact surveys of town centre users and businesses). Cutting across all data collection will be a focus on understanding the additionality of impacts recorded / achieved.

The evaluation framework will be implemented at the start of the project and will be reviewed throughout the delivery of the programme of work, overseen by the FHDC Programme Manager.

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## Senior Responsible Owner Declaration

**Upload pro forma 7 - Senior Responsible Owner Declaration** LUF Round 2 Pro formas V6.1 Proforma 7 Senior Responsible Officer.docx

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## Chief Finance Officer Declaration

**Upload pro forma 8 - Chief Finance Officer Declaration** Folkestone\_A\_Brighter\_Future LUF Round 2 Pro formas V6.1 Proforma\_Chief Finance Officer.pdf

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## Publishing

**URL of website where this bid will be published** [www.folkestone-hythe.gov.uk](http://www.folkestone-hythe.gov.uk)

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## Additional attachments

### Additional file attachment 1

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<b>Upload attachment</b>	Appendix 2 Folkestone_A Brighter_Future - Project Designs.pdf
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### Additional file attachment 2

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<b>Upload attachment</b>	Appendix 3 Folkestone_A_Brighter_Future_Engagement_Strategy_and_Letters_of_Support.pdf
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### Additional file attachment 3

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<b>Upload attachment</b>	Appendix 4 Equality Impact Assessment_Folkestone- A Brighter Future.doc
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### Additional file attachment 4

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<b>Upload attachment</b>	Appendix 5 Systra Ltd Parking Review - Project Impacts.pdf
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### Additional file attachment 5

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<b>Upload attachment</b>	Appendix 6 Folkestone_Place_Plan_Urban_Appraisal.pdf
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### Additional file attachment 6

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<b>Upload attachment</b>	Appendix 7 SWECO FTC VISSIM model rerun for Folkestone - A Brighter Future Project.pdf
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### Additional file attachment 7

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<b>Upload attachment</b>	Appendix 8 Folkestone Place Plan Summary of Analysis and Output.docx
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### Additional file attachment 8

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<b>Upload attachment</b>	Appendix 9 Folkestone_A_Brighter_Future_Stockdale_Project_Cost_Plan.pdf
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### Additional file attachment 9

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<b>Upload attachment</b>	Appendix 10 Folkestone_A_Brighter_Future_Economic Case Method.docx
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### Additional file attachment 10

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<b>Upload attachment</b>	Appendix 11 Folkestone_A_Brighter_Future Risk Register.xls
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### Additional file attachment 11

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<b>Upload attachment</b>	Appendix 12 Folkestone_A_Brighter_Future_KCC MCP Team Structure, Approach and Experience.docx
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### Additional file attachment 12

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<b>Upload attachment</b>	Appendix 13 Folkestone_A_Brighter_Future_Project Procurement Strategy.docx
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### Additional file attachment 13

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**Upload attachment**

Appendix 14 Folkestone-A\_Brighter\_Future- Contract Management and Risk Mitigation Procedures.docx

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**Additional file attachment 14**

**Upload attachment**

Appendix 1 Folkestone\_A\_Brighter\_Future FHDC Subsidy Control Analysis from TLT Solicitors.pdf

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**Additional file attachment 15**

**Upload attachment**

Folkestone\_A\_Brighter\_Future\_LUF Round 2 Pro formas V6.1 Proforma \_transport bids.pdf

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