



Strategic Plan 2017-2022

Adopted by Faversham Town Council on 15 January 2018
To be reviewed quarterly

POLICY AND FINANCE COMMITTEE

Policy and Finance – Vision and Strategy Research has found that Faversham has been at its most prosperous and successful when it is most open to change and innovation. The role of this strategic committee is to maintain and enhance Faversham's uniqueness as an historic Kent market town. Supporting the safeguarding and adaption of community assets like schools, health and recreation facilities. Closely collaborating with and actively influencing SBC and KCC to devolve services to local delivery where feasible, managing the impact of new development and population growth; maximising opportunities and prioritising action where it can add most value to the health and wellbeing of the town.

Aims Coordinate policy and financial matters on behalf of FTC, recommending priorities to the Town Council and implementing decisions with standing committees:

- Assess the financial and resource implications of taking on additional services currently delivered by SBC to widen local control of activities that have a direct impact on the successful delivery of this plan;
- Where the transfer of services offers mutual benefits for the town and SBC consider a balanced approach, packaging together services that are income generators with those that are costs to the Borough Council and prioritise negotiation for transfer of delivery;
- Innovatively take on additional functions and manage service levels and costs to fulfil the overall aims of the town's strategic plan and action plan;
- Develop a series of simple performance targets that assess the added value gained from specific strategic policies and actions and apply the resulting analysis to inform future decision making;
- Maximising opportunities from grant and other external

Objectives During the life of this plan have:

1. Explored with SBC the merits of creating a NHP for the town as a whole to ensure local planning decisions are shaped with the input of the Town Council and Faversham resident and business communities to ensure a sustainable future for the town;
2. Explored with KCC and new developers the scope to address the pressure on local highway and infrastructure challenges facing Faversham within the context of other projects already under consideration and in or due for inclusion in existing national and county programmes;
3. Maintained and where necessary enhanced service levels implement innovative delivery options that capitalise on local authority and voluntary, community service delivery;
4. Developed and implemented a simple management system that monitors the Council's overall performance, its budget and finances;
5. Maintained the level of the Council's precept;
6. Effectively assessed and monitored the risk of the Council's actions;

sources of funding			7. Ensured key policies are in place and this strategic plan is updated annually with available resources and projects for action recommended to and from the Town Council			
Actions 2017/18	Partners	Timescale	KPIs	Budget	Priority	Risk of Slippage
5 Year Strategic Plan agreed and Annual Action Plan in place	FTC Standing Committees	April 2017	An initial document in place for action		High	Low
Engage with preparations for the next Local Plan considering the creation of a Faversham wide NHP	SBC FFF	Oct 2017	Produced a list of draft guidelines with the community as a basis for discussion with SBC Refined the guidelines with SBC and agreed a way forward		High	Med
Development report and outline plan; Faversham's design Charette	SE Designs	Oct 2017	Key community concerns and priorities for action benchmarked		High	Med
Assess the feasibility and implications of a new link to the M2 between Faversham J6 and Sittingbourne J5	SBC	Mar 2018	Defined the location and scale of problems; defined challenges and scoped options		Med	High
Develop a business case and explore the feasibility of devolving additional services and budgets to FTC delivery	SBC	Dec 2017	Identified services that could be feasibly devolved to local delivery as a basis for discussion		High	High
Explore the feasibility of development a Community Land Trust assessing the	SBC Faversham Society	Mar 2018	Identified models of good practise and added value generated; Identified the merits of a CLT in Faversham		Med	Low

implications						
Risk management policy in place and monitored	Committees	Dec 2017	Key community concerns and priorities for action benchmarked		High	Low
Actions 2018/19	Partners	Timescale	KPIs	Budget	Priority	Risk of Slippage
Register the Guildhall as a wedding venue	Local Businesses	April 2018	Venue is registered	£3000	Med	Low
Build up the number of bookings to increase revenue		Sept 2018			High	High
Quinquennial Report for the Guildhall	Architect	July 2018	Report received	£1000	Med	Low
Agree a strategic plan for the Creek Jetty	SBC Creek Trust Mooring Holders Community	Mar 2019			Med	Med
Actions 2019/20	Partners	Timescale	KPIs	Budget	Priority	Risk of Slippage
Actions 2020/21	Partners	Timescale	KPIs	Budget	Priority	Risk of Slippage

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COMMUNITY SERVICES COMMITTEE

Community Services – Vision and Strategy Engage with and explore, understand and service the needs, wants and aspirations of local people; FTC acting in a more direct and expansive way. Bringing together residents and voluntary groups, elected councillors, private sector organisations with business and public sector providers to strengthen community cohesion and wellbeing, addressing challenges together and maximising opportunity for all

Aims Increasing public communication, engagement and attendance at council meetings and forums, including responses to questionnaires, surveys, polls and social media. Measuring engagement levels, understanding wants and needs, monitoring community satisfaction and assessing ongoing issues for action; advising Policy and Finance Committee of refinements needed to corporate aims and processes related to community issues:

- Create and publicise clearly identifiable communication channels through which residents can express their views on development and management of the town's affairs;
- Strengthen and expand the Faversham and District Engagement Forum to consolidate collaboration with surrounding parish councils. Maintaining the town's role as a service centre for neighbouring villages;
- Create a climate of support for existing and new businesses, attracting new investment marketing an improved range of shopping in Faversham; integrating with and capitalising the success of the town's themed street markets;
- Works with recreation service providers, voluntary organisations and local sports clubs to maximise the opportunity for local people, particularly the young, to achieve sporting excellence, strengthening social and community cohesion and promoting the town;
- Encourage more people to spend more money locally,

Objectives During the life of this plan have:

1. Built a strong network with local residents and community associations, strengthened community links and increased the numbers of residents signed up to the Voice to boost direct consultation channels;
2. Be working closely with local businesses, visitor attractions and residents, showcasing the town to a wider audience, stimulating economic development opportunities and maximising visitor footfall all year round, attracting inward business investment;
3. Work with public service partners and local businesses to maximise 'in town' employment opportunities and occupancy rates of retail premises in the town centre, boosting footfall of visitors to supplement local shoppers and traders;
4. Actively highlighting the distinctions that make Faversham a unique destination, refining and serving clearly branded market segments, food shopping, brewing, maritime heritage and arts and crafts as attractions to residents and visitors alike;
5. With SBC and Faversham Traders revitalise Preston Street as a shopping street, implement actions to improve the climate to increase investment and attracting new businesses; adapting to the challenges of increasing online shopping and trading generally;

<p>raising awareness of local products and skills</p>	<ol style="list-style-type: none"> 6. Have informed through relevant agencies the reallocation of the regional rail franchise in 2019; 7. Engaged with health and social care agencies to ensure the needs and priorities of local people are reflected in service provision; 8. Worked with local schools to ensure there is a climate in the town that supports the opportunities for young people to fulfil their potential; working with local providers of leisure, culture, sport and recreation facilities to maximise community use to ensure those of all ages have the 'joined up' facilities collaboratively supporting progress to excellence.
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Actions 2017/18	Partners	Timescale	KPIs	Budget	Priority	Risk of Slippage
<p>Identify the town's main resident associations, community groups and forums, establishing clear channels of communication and consultation on key matters affecting the town</p>	<p>Community Public Agencies Voluntary Agencies</p>	<p>Database of key groups defined and communication plan priorities identified and agreed by Oct 2017</p>	<p>Key community concerns and priorities for action benchmarked Increased community participants signed up to the Voice by 20%</p>		<p>High</p>	<p>High</p>
<p>Working closely with local businesses and residents to realise economic development opportunities and maximise visitor footfall all year round, attracting</p>	<p>KCC SBC Faversham Traders</p>	<p>Defined by Oct 2017</p>	<p>Have benchmarked current footfall levels in the town centre Set footfall targets for the life of this plan</p>		<p>High</p>	<p>Med</p>

inward business investment						
Increase tourism related businesses and attraction operators involved in Visit Faversham and involved in building the town's attraction as a destination of distinction	Visit Kent Visit Faversham	By Mar 2018	Increased attractions listed on the Visit Faversham website by 20% Set targets to measure added value of action		High	Med
Increased engagement with local schools	KCC Primary Schools Secondary Schools	By Mar 2018	Increased the number of councillor governors supporting local schools Closer links between schools and community arts, leisure and sporting facilities and clubs		Med	Med
Actions 2018/19	Partners	Timescale	KPIs	Budget	Priority	Risk of Slippage
Establish a Youth Council in the town to engage and capture the views, ideas and aspirations of young people in the future of Faversham	KCC SBC Community	Sept 2018	Steering Group established by March 2018		High	Low
To bring St Nicholas Road Allotments back into use	Community Partners Optivo Blenwood	Sept 2018	Allotment Association set up		High	High
Actions 2019/20	Partners	Timescale	KPIs	Budget	Priority	Risk of Slippage

Actions 2020/21	Partners	Timescale	KPIs	Budget	Priority	Risk of Slippage

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PUBLIC REALM GROUP

Public Realm Vision and Strategy Ensure Faversham as a distinctive historic market town, is safe, clean and attractive. A sensually pleasing town that is easy to get to and explore, one that encourages people to stay and come again. Maintaining a public realm that is recognised as “the Town’s shop window” and through a dynamic and polished appearance, especially the town centre, and its main gateways, road, rail and maritime arrival points consolidate Faversham’s image as a major south east, national and internal destination.

Aims coordinate the delivery of the Council’s public realm plans, with partner agencies monitoring projects and ensuring environment quality is maximised and recognised:

- Develop a unified, distinctive and identifiable streetscape for the town;
- Explore the merits of introducing a manageable air quality monitoring programme with community volunteers and SBC;
- Develop the town’s maritime heritage in association with local land owners, businesses, community groups and town planners. Opening up the Creek and waterfront for informal and formal recreation of residents and visitors;
- Establish an annual audit of standards of cleanliness and establish a range of remedial measures to address falling standards;
- With SBC clarify the condition of streetscape buildings, public conveniences, street fittings and playground equipment;
- Assess with SBC contracted levels of grounds maintenance, grass cutting, floral displays and weed prevention, defining standards needed to maintain the town’s natural environment and shop window; identifying any shortfall of resources needed to maintain standards.

Objectives During the life of this plan have:

1. Developed closer working relationships with KCC and SBC and established a unified style of materials and street furniture used through the ‘streetscape’
2. Worked with transportation partners and community groups and explored the merits of introducing 20’s Plenty speed limit throughout the town and agreed a way forward
3. With KCC and SBC and voluntary partners have developed and implemented plans to establish a Market Square as the ‘heart of the town’ integrating the Guildhall and new Town Hall and Heritage Centre as focal points into the central streetscape
4. Worked with KCC, SBC, Network Rail and have developed plans to upgrade the environments at the town’s arrival points; Station Road and Centre Car Park
5. With the planned replacement of the Creek Bridge and repair of the sluice gates in 2018 have worked with KCC, SBC, maritime agencies, creekside landowners and community groups to retain water in the head of the Creek and establish, ‘the Faversham Basin’ as a recognised destination and venue for nautical festival and the mooring of classic and leisure craft
6. As a means to increase footfall and the attraction of the

	town centre, its gateways and approaches have introduced a programme of additional, colourful floral displays, promoting Faversham as a floral town in regional and national 'in Bloom' competitions and gaining external recognition and acknowledgement of the town as an attraction of distinction.
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Actions 2017/18	Partners	Timescale	KPIs	Budget	Priority	Risk of Slippage
Undertake a pilot project to assess the merits of providing seats in the town centre and its gateways; comparing community benefits with negative impacts informing development of a future programme of sea provision	Residents Businesses Public agencies	Oct 2017	Installed by June Have measured the views of town centre businesses, non-users and users Report findings to FTC and assess budget implications		High	High
Define the core service level of highway service management and maintenance with KCC and SBC to inform the development and costing of PR projects	KCC SBC	July 2017	Defined a clear procedure agreed re costing of new projects A responsive process in place to deal with routine PR issues		High	High
To maintain core standards and public safety undertaken an ongoing bi-monthly audit of town centre	KCC SBC Community reps	Ongoing	Reduced repair reports Increased community satisfaction levels Defined target repair response times and % achievement rates		Med	Low

streetscape and refer items for action to appropriate agencies						
Design and develop a plan to improve the streetscene in the town centre, controlling parking and developing a unified image for the town, including gates, promotion of events, direction to attractions from town gateways	KCC SBC Community Businesses Visit Faversham	Oct 2017	Way forward assessed, costed and agreed		High	High
Assess the merits of introducing 20's Plenty across the town, including traffic flows and air quality measurement	KCC SBC Community	Oct 2017			Med	High
Introduce volunteer operated Speedwatch scheme to monitor vehicle speeds throughout the town	KCC SBC Kent Police Community	Jul 2017	Data available to inform speed 'hot spots'		Med	Low
Actions 2018/19	Partners	Timescale	KPIs	Budget	Priority	Risk of Slippage
To introduce a Town Caretaker Scheme	KCC SBC Community	Sept 2018	Have a caretaker in position		High	Med
Actions 2019/20	Partners	Timescale	KPIs	Budget	Priority	Risk of Slippage

Actions 2020/21	Partners	Timescale	KPIs	Budget	Priority	Risk of Slippage

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HERITAGE COMMITTEE

Heritage Committee Vision and Strategy Experience gained from the success of the Magna Carta Legacy project in 2015 highlighted that Faversham's extensive history has the power to attract people to the town in larger numbers. Its medieval history is a particular asset and visitor draw. There are a number of existing and new attractions in the town that further enrich Faversham's heritage offer. The FTC's vision is to develop a heritage attraction in a new town hall staging dynamic, sensual displays and features that will be of interest to residents and visitors of all ages. A centre that will signpost to the more specialist information centres and attractions throughout the town and its hinterland. Bringing Faversham's diverse and internationally significant history to life in ways that excite, capture the imagination and encourage repeat visits to the town.

Aims lead the implementation of this project, attracting the resources needed to delivering its aims and objectives:

- Develop and cost the provision of a heritage and administrative centre for the Town Council;
- Have widened understanding of models of best practice operating elsewhere and adapting and applying the lessons learnt to benefit this project;
- Have engaged expertise to assist this committee to create a facility that delivers the vision for the scheme; maximising the potential of technology and visual aids to bring the heritage to life;
- Attract sufficient resources to deliver and sustain the centre
- Attract volunteers from age and social groups not currently engaged in community action to supplement an 'in house' officer curator and visitor management team;
- Work with other heritage and visitor attractions and Visit Faversham to capitalise on opportunities to maximise the economic benefits for the town.

Objectives During the life of this plan have:

1. Implemented the aims of the project and delivered a centre of excellence that proves to be a major draw to the town
2. Widened local community understanding and pride in the town, through a facility that is available to schools and community groups
3. Provided a facility in the heart of the town that delivers economic benefits to Faversham and District
4. Engaged hard to reach community groups, provided new skills and training to promote and widen understanding of Faversham's history
5. Developed an administrative centre for FTC providing office capacity to deliver the wide strategic plan, minimising long term revenue costs

Actions 2017/18	Partners	Timescale	KPIs	Budget	Priority	Risk of Slippage
Commission external expertise to work with the Council to prepare a Heritage Lottery Fund bid for resources to deliver the project	Consultants HLF SBC KCC Local Heritage Centres Community	May 2017	Consultant appointed		High	Low
Prepare and submit a Stage One bid to the HLF	Consultant SBC SE Museums HLF	Dec 2017	Bid submitted		High	Med
Complete preliminary conversion of 12 Market Place, fitting out new offices and staircase	Architects SBC	Mar 2018	Works completed and finished		High	Med
Relocate FTC staff	TACT	Mar 2018	New office opened and functioning		High	Low
Actions 2018/19	Partners	Timescale	KPIs	Budget	Priority	Risk of Slippage
Prepare and submit a Stage Two bid to the HLF	Consultants Museums Community	Dec 2018	Bid submitted		High	Med
Host temporary exhibition	CCU	April 2018	Exhibitions in place		Med	Low
Actions 2019/20	Partners	Timescale	KPIs	Budget	Priority	Risk of Slippage
Fit out the Heritage Centre for opening	Architects Consultants	May 2020	Works completed and facility opened		High	Med

	Contractors					
Actions 2020/21	Partners	Timescale	KPIs	Budget	Priority	Risk of Slippage