

Leas lift: Restoring Folkestone’s gem for the community Draft Activity Plan, Leas Lift

Target audiences

The core and target audiences were identified as a result of desk top research undertaken to inform the Business Plan, consultation during summer 2020 and a desire to reach out to people who can be ‘hidden’ and excluded from projects.

Key audiences	To ensure the Lift is being inclusive, we will work with the following, or with gatekeepers to access them and overcome barriers:
<ul style="list-style-type: none"> Residents of Folkestone and Hythe District Council 	<ul style="list-style-type: none"> Residents who are deaf, have hearing loss, deafened, are blind, partially sighted, with autism, dementia, and mobility difficulties (gatekeepers include: Kent Association for the Blind, Hi Kent (deaf community), Kent Autistic Trust, Shepway Autism Support Group, The Beacon School) Isolated and potentially digitally excluded working with Kent Coastal Volunteering and partners such as Age UK Folkestone and Age Concern Deal (merged in 2020), East Kent Mind People living in care homes /supported housing
<ul style="list-style-type: none"> Primary Schools within Folkestone and Hythe District Council. 	Primary Schools in Folkestone with eFSM above the national average: <ul style="list-style-type: none"> Caldecott Foundation School (special school, 5 to 18 yrs) – 87% Castle Hill Community Primary School – 48.2% The Beacon Folkestone (special school, 3 to 19 yrs) – 47.6% Martello Primary School – 47.1% Folkestone, St. Peter’s Church of England Primary School (46.7%) Mundella Primary School – 45%
<ul style="list-style-type: none"> Uniform groups in Folkestone and Hythe District Council seeking trips to support their badges. 	<ul style="list-style-type: none"> We will include groups in the more economically deprived areas of Folkestone
<ul style="list-style-type: none"> Young people (18 to 24 years) studying in Folkestone and at local colleges and Universities in the south-east. 	<ul style="list-style-type: none"> Schools and colleges offering post 16 education with above average eFSM and higher than average persistent absence – they will be offered work experience opportunities to take part in skills development activities, entry level jobs and encouraged to do a heritage engineering apprenticeship.

<ul style="list-style-type: none"> • Adult Special interest and leisure groups within a 60 minute catchment. 	<ul style="list-style-type: none"> •
<ul style="list-style-type: none"> • Day-trippers to Folkestone from within a 90 minute catchment. 	<ul style="list-style-type: none"> •
<ul style="list-style-type: none"> • Domestic tourists staying in serviced and non-serviced accommodation in Folkestone and with Visiting Friends and Relatives. 	<ul style="list-style-type: none"> • Including people with protected characteristics and disabilities
<ul style="list-style-type: none"> • Virtual visitors – these visitors will access information digitally 	<ul style="list-style-type: none"> • This could include people who are deaf, or blind telling their stories.

Table 1: Core and priority audiences

Approach to Activity Planning

The following draft Activity Plan is based on the consultation undertaken during 2020 with target audiences, consultation in Spring 2021, past experience and mitigation against Covid-19 and the need for social distancing or moving activities online.

The intention is to use the Development Phase to test these ideas using a variety of consultation approaches. An Activity Planner will be procured by May 2022. They will work in partnership with Kent Coastal Volunteering with whom we have developed a specific project to reach isolated people, working with an artist (see brief in Appendix 4). We have also ring-fenced a budget to enable the Activity Planner to consult with the local deaf and blind communities and people with autism, and dementia. This approach will have the greatest impact in terms of building a community. See Table 2 for further details.

Development Phase	Resources
<p><i>'Memories of the Lift', a project in partnership with Kent Coast Volunteering</i></p> <p>The purpose of the project is to involve isolated people in the community and the Nepalese community in consultation during the Development Phase, and to start to build a community for the project during delivery.</p> <p>KCV's drivers and members of their Good Neighbour's Scheme will be Ambassadors, promoting the Leas Lift restoration project. Three events will be held with them during the project to explain the project, and monitor how their role is progressing. They will cascade this to the people they befriend/drive who will take part in artist led workshops led by Maureen Jordan over 6 months. The creative outputs will be stimulated by their memories of Leas Lift. An exhibition will result and potentially materials incorporated into the permanent interpretation.</p> <p>The workshops will also be used to consult with the Ambassadors and participants on future heritage engagement activities during delivery. See Appendix 4 for draft brief with KCV.</p> <p><i>Memories project led by Interpretation & Activity Planner</i></p> <p>Could have a number of elements to involve a variety of audiences e.g.</p> <ul style="list-style-type: none"> - general call out for images and stories of Leas Lift and online exhibition - pop up events to engage local people, delivered by Activity Planner - consultation with uniform groups – scouts, brownies, sea cadets - inter-generational element involving a primary school where children interview older people about their memories. See letter of support from Mundella Primary in Appendix 7 and care homes interested in application form. 	<p>Interpretation & Activity Planner (£20K + VAT professional fees)</p> <p>KCV Memories project (£20K split between KCV / Maureen Jordan to include any exhibition)</p> <p>£5K for these projects</p>

Development Phase	Resources
<p>Consultation events with the Deaf community, people who have hearing loss, are deafened, blind and partially sighted to find out how they would like to be involved in the project and their access requirements</p> <p>Teachers advisory group</p> <ul style="list-style-type: none"> - Working in partnership with Folkestone Museum recruit 4-6 teachers from different schools to help shape the school offer. - Legacy of development phase – carry through to delivery phase <p>Volunteer research project</p> <ul style="list-style-type: none"> - Activity and Interpretation Planners recruit and work with volunteers to undertake research to inform interpretation plans e.g. with Folkestone Museum and Local Studies Library (KCC) 	<p>£5K to run events with disabled audiences (may require BSL signers, give participants a donation for their support equipment / materials)</p> <p>Recruit volunteers for research project</p>

Table 2: Development Phase (RIBA 1-3)

Delivery Phase: Assumptions

Year 1 (2024) – Repair and restoration works. Lift not in operation

Year 2 (2025) – Lift operational from 1 March 2025, Official launch/opening on 10th April 2025

Year 3 (2026) – Lift operational

Activity	Target audiences	Outcomes	Targets/ measure of success	Resources/notes
<p>Recruitment of Community Engagement Coordinator Autumn 2023</p> <p>Contract Jan 2024-Dec 2026</p>	Professional with at least 3 years experience	Supports all outcomes	<p>Recruit suitably qualified individual who will deliver all of the outcomes in the Activity Plan</p> <p>Stay for the 3 year contract</p>	<p>Salary: £27,500 (+ 15% on-costs)</p> <p>Recruitment: £300 + VAT</p> <p>Equipment and materials budget, travel & expenses & training Budgets e.g. mobile phone, laptop, travel.</p>
HERITAGE SKILLS STRAND				
<p>Heritage Engineering Apprenticeship</p> <p>Years 1 to 3</p>	Local person seeking a career at the Lift	<p>Heritage Skills</p> <p>Inclusion</p> <p>Economic Benefits</p> <p>People will have learned about heritage, leading to a change in ideas and actions</p>	<p>Recruit an individual who has a passion for heritage</p> <p>Find suitable work experience in Year 1 when Lift closed.</p> <p>Success: complete 3.5 year apprenticeship and work at the Lift</p>	<p>£58,286 over 3 years. Made up of: £50 / month (employers' contribution of 5% for over 19 yr olds) + accommodation for training blocks of 1 week x 5 weeks = 32 in total x £200 (average cost)+ travel £100 x 32 trips + wages: 52 weeks x 37 hrs x £6 per hour in year 1, £6.25 in Year 2, £6.50 in Year 3 + 15% on-costs</p> <p>Need work experience for apprentice during 2024 as the Lift won't be operational to 2025. Possibilities include Chatham Dockyard, Contact: Richard Maudsley. Experience, similar large scale mechanical engineering.</p>

Activity	Target audiences	Outcomes	Targets/ measure of success	Resources/notes
<p>Construction apprenticeship as part of the restoration work to the buildings</p> <p>Year 1</p>	Main contractor e.g. apprentice uses the experience towards their NVQ.	<p>Skills</p> <p>Inclusion</p> <p>People will have learned about heritage, leading to a change in ideas and actions</p>	<p>An apprentice is on-site throughout the capital work obtaining experience of working on a Grade II* listed building (Target = 24 weeks)</p> <p>Success – they can use the experience towards their NVQ2/3</p>	Part of the tender documentation for the main contractor against which they will be scored. Contractor manages them.
<p>1 year graduate /sandwich year placement/traineeship</p> <p>For young person to obtain experience in operating a heritage tourism site</p>	Students from Folkestone and surrounding area studying Heritage or Tourism related courses	<p>Inclusion</p> <p>Skills</p> <p>People will have learned about heritage, leading to a change in ideas and actions</p>	<p>1 young person under 25 obtains a minimum of 52 weeks' experience</p> <p>Leave placement having obtained more knowledge and new skills in heritage learning and a reference to help support further internships or job applications.</p>	<p>National Living Wage estimated at £8.50/hr x 37 hours x 1 year = £16,354+ on costs of 15%=£2,543</p> <p>Staff time to supervise e.g. Commercial Operations Manager/ Community Engagement Coordinator</p>
<p>Short, unpaid 4 week internships</p> <p>Internships to obtain work experience in heritage operations and learning – focus would be on developing tours and resources to support visits</p>	Students from Folkestone and surrounding area studying Heritage, Public History or Tourism related courses	<p>Skills</p> <p>Inclusion</p> <p>People will have learned about heritage, leading to a change in</p>	<p>2 young people under 25 obtain a minimum of four weeks' work experience = 8 weeks in total</p> <p>Intern leaves having obtained more</p>	<p>Commercial Operations Manager & Community Engagement Coordinator time</p> <p>Volunteer expenses to support travel cost</p>

Activity	Target audiences	Outcomes	Targets/ measure of success	Resources/notes
<p>e.g. a visual story for visitors with autism during Year 2 and on heritage operations and learning in Year 3</p> <p>Years 2 & 3</p>		<p>ideas and actions</p>	<p>knowledge and new skills in heritage learning and a reference to help support further internships or job applications.</p>	
<p>Work shadowing and work experience opportunities</p> <p>Front of house, schools, or in the café – may be 1 day p.w. or a block of time.</p> <p>Years 2/3 when site operational</p>	<p>Folkestone Academy – 6th form and young people doing Duke of Edinburgh</p>	<p>Inclusion</p> <p>Skills</p> <p>People will have learned about heritage, leading to a change in ideas and actions</p>	<p>Equivalent of 3 weeks of work-shadowing</p> <p>A minimum of 3 young people obtain work experience, and a reference which helps them obtain further work experience/ PT or full-time employment.</p>	<p>Community Engagement Coordinator & other staff</p> <p>Volunteer expenses (to support travel costs)</p> <p>H&S talks / induction for young people</p>
<p>CO-CURATED & INTERPRETATION PROJECTS</p>				
<p>Projects with social isolated residents building on pilots – either with care homes and/or KCV clients</p> <p>Co-curation project with partner delivering e.g. could be storytelling, reminiscence and craft sessions within the local community using the Leas Lift as</p>	<p>Existing residents of Folkestone including social isolated</p>	<p>Inclusion</p> <p>The local area will be a better place to live, work or visit</p> <p>Health & well-being</p>	<p>7 groups of 10 older people living in Folkestone taking part in up to 3 sessions each (estimated across 2 years and different groups/care homes)</p>	<p>Freelancer specialising in reminiscence sessions and working with older people</p> <p>Professional fees budget £15K in total</p> <p>Materials for craft workshops – equipment and materials budgets</p>

Activity	Target audiences	Outcomes	Targets/ measure of success	Resources/notes
inspiration – building on pilots during Development Phase		Economic benefits (contracts for local artists)	50% of participants come and ride on the restored lift	
<p>Oral history project To build on work during Development Phase - Research to inform displays</p> <p>Oral history project</p> <p>Oral history project – to collect memories from older people who worked on the Lift to potentially use in the permanent display/film telling the story</p> <p>On-going research projects with Research volunteers. Content will inform interpretative displays and potential film</p>	<p>Former drivers and conductors who worked on the Lift</p> <p>Volunteers who helped run the lift</p> <p>People seeking volunteering opportunities in the community</p>	<p>Inclusion</p> <p>Skills</p> <p>The local area will be a better place to live, work or visit</p> <p>Organisational resilience</p>	<p>Up to 20 oral histories are collected from people who worked on the Lift in the past</p> <p>10 research volunteers participate including one young person under 25 years</p> <p>Up to 12 people receive oral history training</p> <p>Enhances the permanent displays</p> <p>Succession planning – transfer of knowledge which is used in the operational model</p>	<p>Folkestone Museum has 3 sets of recording kit, one of which has a video camera. Also allowed £500 for own equipment.</p> <p>Folkestone Museum is developing a digital preservation policy and will take any oral histories collected</p> <p>Oral history training – Oral History Society x 3 days @ £450 per day + expenses = £1,800 (training budget)</p> <p>Recording information, dropbox to save images, website (£500 from Equipment & Materials budget – in case need additional to Folkestone Museum) – up to 12 people</p> <p>Community Engagement Coordinator</p> <p>Volunteer expenses</p>
<p>School Project (Year 2)</p> <p>Project in-school with an artist, inspired by the Lift – suggestion that it is co-created so the</p>	<ul style="list-style-type: none"> Primary schools with eFSM over 45% Potentially expanded out to the general 	<p>Inclusion</p> <p>Learning</p> <p>The local area will be a better</p>	<p>90 children take part</p> <p>Project is celebrated with parents</p>	<p>Professional fees budget £7,500</p> <p>Equipment and materials budget</p> <p>Included budget for framing – photos/art could be displayed in the cafe</p>

Activity	Target audiences	Outcomes	Targets/ measure of success	Resources/notes
<p>children / teacher help devise the brief for the artist</p> <p>Could also be expanded to guide/ scout groups and adults, submitting photographs of Leas Lift</p>	<p>public or be undertaken with a scout/ guide group in East Folkestone</p>	<p>place to live, work or visit</p>	<p>Outputs are shared online/ exhibition</p> <p>Builds audience for Leas Lift, go to the Lift with families</p> <p>Children have pride in Folkestone</p>	
<p>Co-curated projects and ongoing consultation with communities to ensure inclusion e.g. deaf, blind, autism groups and, Beacon School, charities supporting people with disabilities</p>	<p>Deaf community</p> <p>Blind and visually impaired people</p> <p>Adults and children with autism</p> <p>People with learning disabilities</p>	<p>Inclusion</p> <p>Wellbeing</p> <p>learning</p>	<p>45 people involved over 3 years</p> <p>Groups consulted with during the Development Phase continue to be involved and become ambassadors for the project</p> <p>Members act as ambassadors</p> <p>People from these communities' volunteer e.g. creating an audio or visual story on the website explaining how to access the site, or as volunteer walk leaders</p>	<p>£5K Professional fees p.a. to enable ongoing consultation and involvement with audiences who may require communication support</p> <p>Additional fees budget for enabling BSL led tours, for producing visual stories which deaf and blind people could help produce/ be in</p>

Activity	Target audiences	Outcomes	Targets/ measure of success	Resources/notes
HERITAGE TOURS, TALKS, WALKS, SCHOOL VISITS				
Trips to the site, and talks for young people on construction and potentially tourism courses to learn more about the project and potential career opportunities	Young people studying in Folkestone and surrounding area	Inclusion People will have learned about heritage, leading to a change in ideas and actions	3 groups x 15 young people visit over 3 years 1 young person decides to seek employment within the heritage construction industry or at a heritage site	Community Engagement Coordinator liaises Site Manager / contractors talk about their work
<p><u>Heritage talks, tours and walks:</u></p> <p>YEAR 1:</p> <p>Online or in person talks about the heritage and restoration – ‘Town Hall’ talks</p> <p>Hard hat tours during works and an online film providing the same experience – coordinated with Heritage Open Weekend</p> <p>YEAR 2:</p> <p>‘Town Hall’ talks including one to coincide with Heritage Open Weekend</p>	<p>Existing, new and past residents of Folkestone including people who are deaf, blind, visually impaired, with autism and mobility difficulties</p> <p>Socially isolated</p> <p>Day trippers to Folkestone, friends and relatives staying with residents and international tourists staying in the area</p>	<p>Inclusion</p> <p>The local area will be a better place to live, work or visit</p> <p>Learning</p>	<p>Target of 975 people over 3 years – see breakdown in appendix</p> <p>Minimum of 2 online and/or physical talks during Year 1. Live stream if Covid.</p> <p>Minimum of 6 hard hat tours x 10 people per tour during restoration project. One recorded and put on YouTube with sub-titles.</p> <p>To encourage repeat visits to the Lift</p>	<p>Consultant team, volunteers</p> <p>Community Engagement Coordinator to manage delivery on Zoom, marketing and bookings</p> <p>Camera to record hard hat tours/ talks and used, editing software</p> <p>All online resources will have sub-titles</p> <p>Equipment & Materials budget £500</p> <p>Fees for producing video £750</p> <p>Events budget</p>

Activity	Target audiences	Outcomes	Targets/ measure of success	Resources/notes
<p>Pre-booked talks for special interest groups</p> <p>Develop walks from the Lift including 'storytelling' talks, potentially lead by blind and deaf guides.</p> <p>Have downloadable walks from website.</p> <p>Year 3 onwards</p> <p>To to encourage repeat visits and on-going engagement the Lift will begin to build an annual calendar of events e.g. to be part of Cliff Railway Festivals and/or a Victorian Festival which the public showed interest in during 2020 consultation.</p> <p>Heritage Open Weekend</p>			<p>Success will also mean these are programmed at different times and available in person/ online to draw in a broad range of people</p>	

Activity	Target audiences	Outcomes	Targets/ measure of success	Resources/notes
<p><u>Development of school offer</u></p> <p>Development of ½ day KS2 offer linked to local history & STEM curriculum</p> <p>Testing of school resources with children / online talks by the team/ staff talking about the roles as part of assemblies</p> <p>School advisory group meets</p> <p>Sandgate School are interested in an annual art/writing competition inspired by the Lift (could commission an artist to go in and work with them)</p>	<p>Primary schools with high eligibility for free school meals who have participated in school projects, plus others – see Business Plan for a list</p>	<p>Inclusion</p> <p>Skills</p> <p>Economic benefits (contracts for local artists)</p>	<p>Develop and test themed resources which schools can use when on visits</p> <p>450 children reached through school assemblies</p> <p>90 visit during 2025 and 180 children visit during 2026</p> <p>Teacher advisory group meetings twice during Year 1</p> <p>Minimum of 60 children from a Folkestone School work with an artist to create artwork(s) inspired by the Lift</p> <p>Children’s work is displayed in Folkestone</p> <p>50% of the schools with an eFSM in the District bring at least one class for a ride</p>	<p>Other costs - £15K to cover 3 yrs e.g.</p> <p>Refreshments for Advisory group meetings if in person</p> <p>£2,500 to develop resources</p> <p>(note: co-curation project with schools included above – probably going to be something inter-generational with a care home}</p>

Activity	Target audiences	Outcomes	Targets/ measure of success	Resources/notes
VOLUNTEERING				
<p><u>Creation of new roles</u></p> <ul style="list-style-type: none"> • Oral history • Research • Learning/outreach • Leading walks • Guides • Front of house • Maintenance/ gardening • Marketing/evaluation <p><u>Recruitment</u></p> <p>Working with Shepway Sports Trust – walk leads Saga – corporate social responsibility team Men’s’ Shed, Marigold Centre – Age Concern Ambassadors, KCV</p> <p><i>List of people interested in the 2020 consultation who can be contacted</i></p>	<p>Residents of Folkestone and Hythe District Council including:</p> <ul style="list-style-type: none"> • Young people • People who are deaf/ blind • People involved in co-curated and community projects 	<p>Well being</p> <p>Include</p> <p>Better place to live, work and visit</p> <p>Resilience</p>	<p>85 new volunteering opportunities</p>	<p>Volunteer travel/expenses budget</p> <p>Community Engagement Coordinator’s time to recruit, train and induct</p> <p>Post Lottery above role will reduce to 0.5 FTE and title likely to change to focus on volunteer management</p>
TRAINING OPPORTUNITIES				
<p>Volunteer training programme to include skills:</p> <ul style="list-style-type: none"> - Oral history training - Customer care training 	<p>Existing and new volunteers</p>	<p>Inclusion</p> <p>Skills</p>	<p>85 new volunteers recruited during the project</p> <p>Success will include:</p>	<p>Community Engagement Coordinator to recruit and manage volunteers</p> <p>Volunteer training budget:</p>

Activity	Target audiences	Outcomes	Targets/ measure of success	Resources/notes
<ul style="list-style-type: none"> - Dementia awareness training - Autism awareness training - Visual and deaf awareness training - H&S/Evac training - First Aid Training - Guide tour training 		<p>Health & Well-being</p> <p>Better place to live</p> <p>Resilience</p>	<ul style="list-style-type: none"> - 3 volunteers under 24 years old - 1 volunteer having a physical or learning disability 	<p>Oral history training x 12 people (3 days @ £500 + £300 expenses = £1,800 + VAT). Allowance of £2K in years 2/3.</p> <p>Some shared training with staff</p> <p>Volunteer expenses budget for individuals who need support to volunteer, celebration event at end of year</p>

Table 3: Delivery Phase (RIBA 4 – 7)

APPENDIX A: ENGAGEMENT, VOLUNTEERING AND TRAINING NUMBERS SUMMARISED (Draft, to be reviewed during the development phase)

	Development phase	<u>No of weeks</u>			De vt	<u>No. of people</u>			No. weeks	Participa nts
		Year 1	Year 2	Year 3		Year 1	Year 2	Year 3		
<u>HERITAGE SKILLS STRAND</u>										
Apprenticeship linked to main contract		24				1			24	1
Heritage Engineering Apprentice		52	52	52		1	1	1	156	1
1 year graduate/ sandwich placement				52				1	52	1
Short unpaid heritage internships			4	4			1	1	8	2
Work shadowing/work experience			1	2			1	2	3	3
									243	8
<u>CO-CURATED & INTERPRETATION PROJECTS</u>										
		<u>Year in which project delivered</u>			<u>No. of people</u> <td></td> <th rowspan="2">Participa nts</th>				Participa nts	
		Year 1	Year 2	Year 3	Year 1	Year 2	Year 3			
Oral history project (Yr 1)		X			20				20	
Project with socially isolated individuals (Yr 1)	Pilots	X			50				50	
Project with care homes (Yr 1/2)	Pilots	X	X		10	10			20	
Whole school project (Yr 2)	Pilots			X	90				90	
Events/projects with deaf, blind, visually impaired	Pilots	X	X	X	10	15	20		45	
									205	
		<u>No. of events</u>			<u>No. of people</u>			<u>Events</u>	<u>Participa nts</u>	

HERITAGE TOURS, TALKS, WALKS, SCHOOL VISITS	Year 1			Year 2			Year 3		
	Year 1	Year 2	Year 3	Year 1	Year 2	Year 3	Year 1	Year 2	Year 3
Visit by young people studying tourism/construction	1	1	1	15	15	15			45
Town Hall' style talks - updates on project	2	1		100	50		3		150
Hard hat tours /talks on-site	6			60			6		60
Walks from the Lift led by volunteers									
Art competition for schools			X						
Talks at school assemblies	1	2	2	90	180	180	5		450
School visits to the lift (once open)			3			90	180	9	270
									<u>975</u>

VOLUNTEERING	No. of volunteers			
	Year 1	Year 2	Year 3	
Oral history volunteers	20	0	0	2
Research volunteers	5	5	0	1
Learning /outreach volunteers	3	3	3	9
Leas Lift walking tour volunteers	2	4	6	2
Guided tours of Lift	0	4	8	2
Front of house volunteers	0	4	6	1
Maintenance/ gardening volunteers e.g. flower boxes, clearing vegetation		6	6	2
				8
				<u>5</u>

<u>TRAINING OPPORTUNITIES</u>	<u>Sessions</u>			<u>No. of people</u>			Events	Participa nts
	Year 1	Year 2	Year 3	Year 1	Year 2	Year 3		
Oral history training	1			12			1	12
Dementia awareness training								
Autism awareness training								
Visual awareness training								
Deaf awareness training								
Customer care training								
H&S/Evac training								
First aid training								
Heritage tour guiding training								

<u>DIGITAL</u>	<u>No. of views</u>		
	Year 1	Year 2	Year 3
(i) Hard hat tour put on You Tube	50	25	25
(ii) 'Town Hall' talks put on You Tube	50		