

ACTIVITY PLAN AND ACTION PLAN

20 MAY 2023



THE FOLKESTONE LEAS LIFT COMPANY CIO (NO. 1197324)

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EXECUTIVE SUMMARY

Leas Lift is a Grade II* (Historic England No. 1061185) cliff funicular railway situated in the Leas & Bayle Conservation Area in Folkestone. The listing specifically highlights four areas of significance: rarity of a lift of this type - one of only three remaining water-balanced lifts in the UK operating with the original machinery; engineering and structural interest; rarity and degree of survival of the working machinery; and architectural interest of the waiting rooms and pump house.

Leas Lift opened on 21st September 1885, connecting The Leas with the seafront, and has carried 36 million visitors. Access remains via The Leas and Lower Sandgate Road through the Upper and Lower lift stations. Each carriage can carry 15 people. The District Council ran the lift until 2009, and then a CIC. In 2017 the Lift closed when the Victorian braking system, which is manually operated, with no adequate failsafe, was deemed to be inadequate by the Health & Safety Executive (HSE). A new Leas Lift CIC was incorporated in 2018 with new Directors. These Directors are now Trustees of The Folkestone Leas Lift Company CIO (Registered charity No. 1197324)

The aims of the project submitted to the National Lottery Heritage Fund have been refined and simplified during the Development Phase. They are to:

- Restore the historic Folkestone Leas Lift and re-open it to the public as a working funicular lift;
- Improve access to the upper and Lower lift stations so that all members of the community can access all areas;
- Install permanent interpretation which tells the story of Leas Lift and people associated with it;
- Provide an excellent visitor experience with 21st century facilities;
- Deliver an inclusive 3 year programme of engagement activities which breaks down economic, physical, and attitudinal barriers;
- Provide opportunities for young people to obtain knowledge, experience and develop skills to enhance their employability;
- Contribute to Folkestone's visitor economy by creating jobs and improving connectivity;
- Minimise the environmental impact of Leas Lift through design and operations;
- Ensure Leas Lift is resilient by developing a sustainable business and operational model.

The Development Phase has been used to reach people who were not included in the large-scale 2020 online survey which received 2,500 responses. For example non-social media users, more teachers and charities who were responding to users' needs during the Covid-19 pandemic. During the last year, the Activity Planner, Design Team, and Trustees have consulted with 54 professionals from 25 organisations, and 1,188 members of the public,

including 20 children through public information and consultation events, a teachers' focus group, one to one, in-person, telephone, and online meetings and our pilot project with Kent Coastal Volunteering and Strange Cargo. Strange Cargo are a Folkestone based participatory arts company who won the commission to deliver workshops to facilitate memories with members of the community whose voices are not normally heard.

An online 'Memories Project' was organised during spring 2023 to obtain people's memories and identify potential participants' for the oral history project. This reached 34,089 people, had 740 likes, 143 comments and 91 shares. This has resulted in us consciously splitting audiences into core, and priority groups. We have also refined and simplified the way we describe them.

Our Core audiences are:

- Residents of Folkestone and Hythe District Council
- Adult special interest and leisure groups within a 60-minute catchment
- Day-trippers to Folkestone from within a 90-minute catchment
- Domestic tourists staying in serviced and non-serviced accommodation in Folkestone or visiting friends and relatives
- Virtual visitors who will access information via the website.

Priority audiences, who will be engaged through the Activity Plan are:

- Residents who have physical and learning disabilities, long term illness or financial barriers preventing them from independently accessing Leas Lift
- Children at primary Schools in Folkestone with a higher than average eligibility for free school meals
- Young people (18 to 24 years) studying in Folkestone and at local colleges and Universities in the south-east.

We have clustered activities into 6 areas:

- Research projects
- Advisory groups
- School projects
- Community outreach projects
- o Public Programme
- Heritage Skills

Plans for research and oral history projects have been refined in response to the requirements of the Interpretation Planner.

The project will now have Youth, Access, and Teacher Advisory Groups. The teacher's group has four founding schools who got involved during the Development Phase. Teachers are happy to continue in their roles. The STEM Hub have encouraged us to involve their Teacher Ambassador network during the next phase, to advise on STEM elements.

Our plans for working with schools have expanded in response to this enthusiasm. Teachers want to use Leas Lift to teach local history, STEM subjects, EYFS Seaside topics, geography, and areas such as sustainability/climate change. The CIO will now work intensively with our original school, Mundella, The Beacon, whose pupils are aged 3 to 19 years and have profound and complex needs, Castle Hill who have a high proportion of children receiving free school meals and a deaf unit and St Eanswythe's which draws children from the Harbour Ward. These schools were chosen because of their location and the proportion of children who are eligible for free school meals. For example, the catchment of St Eanswythe's, the Lift's local school is Folkestone Harbour which ranks 614 out of 32,844 LSOAs in the UK and 11th out of 902 in Kent. Mundella is in East Folkestone. Three LSOAs in this part of town rank equally high on IMD.

The project will now deliver four teacher resource packs, a handling collection and working model of Leas Lift for schools. A puppet show will tour schools and community groups during 2024, starting a year of engagement activities which will culminate with schools being involved in the Leas Lift themed Charivari. The team will contribute to Mundella's off-curriculum themed weeks on sustainability and local history, deliver assemblies and careers' talks. The schools will be invited during the soft opening period to have a free trip on Leas Lift and make badges to tell everybody they have ridden it.

The CIO will work with more and different community partners who support residents with a range of physical and learning disabilities and long-term illnesses and barriers which are likely to prevent them from independently engaging with Leas Lift. This includes the Nepalese Centre, MIND, care homes and day centres such as Touchbase and AgeUK which has a base in Cheriton, part of Folkestone.

The CIO is planning to work with Strange Cargo, to co-curate a Leas Lift themed carnival, Charivari in Folkestone in July 2025 which will involve primary and secondary schools, local charities, emerging artists, and teachers to develop adult and children's understanding of Leas Lift and carnival and creative skills. Strange Cargo will be celebrating their 30th anniversary in 2025 and 29th Carnival (sadly Covid-19 meant one was cancelled!)

The CIO is continuing with their original plans to heritage themed events, tours, talks and walks, some of which would be put online. A programme of events themed around Cliff Railway Day, Easter, Halloween and Christmas will support the business plan, draw in people who might not be interested in heritage, and increase footfall in shoulder periods.

Plans for work experience opportunities for young people in the District are more ambitious. We have expanded our partners and will involve more young people. We will involve young people studying engineering, business, construction, catering, and the arts. Named partners, with letters of support are Folkestone College, Canterbury Christ Church University and the University of Kent (Canterbury). A year-long sandwich placement year has replaced the original plan to develop an engineering apprenticeship, which became redundant when RAPID engineers advised that most maintenance be undertaken by professionals, supported by a corps of volunteers. This will be focused on heritage marketing and events as marketing and business students have validated placement years in degrees and this is where the CIO require more support during the first 18 months of operation. A Nuffield Research Placement for a Year 12 pupil has been built in. These are for highly able, disadvantaged students to work alongside a supervisor on a research project. We have developed projects, two and four week placements to fit with the student's curriculum. 5.65 FTE members of new staff will learn to drive the Lift, as part of their role.

Volunteer roles have been refined in response to the Activity and Business Plan. Six new volunteer roles will be created, in addition to Trustee positions. The CIO has more than doubled the number of volunteering opportunities, from 52 to 113. This is valued at £45k, the original target. We expect a core of 40 volunteers as some people will volunteer in more than one way. Thirty of these volunteers will be new people, not previously involved in the project.

The budget has remained at £346,830k. The team did not need to increase it as there was a surplus from the apprenticeship, not all of which was required for the paid placement year. We have also managed to leverage support through partners for delivery of some elements of the project e.g. the working model of Leas Lift for schools. Many of the plans are time rather than 'material' intensive. Plans to fund a 3 year Community Engagement Coordinator and Marketing & Events Officer for just over 2 years have therefore not changed. Additional capacity will come through freelance commissions. Whilst quality is a priority, the CIO also want to contribute to the local economy and local suppliers providing social impact will be a priority. Volunteers and staff will be supported through a well-resourced (£26k) training plan. The CIO has already put changes in place to transition from the 'saving' of the Lift to operational mode by forming a new IT/Operations sub-committee and recruiting a new Trustee to lead on interpretation planning and engagement.

The project will deliver against all of the heritage outcomes. The Activity Plan specifically supports the following

- A wider range of people will be involved in heritage.
- People will have greater well-being.
- People will have developed skills.
- The local area will be a better place to live, work or visit.
- The local economy will be boosted.

- Heritage will be identified and explained.
- People will have learnt about heritage, leading to changes in ideas and actions.

An ethos of environmental sustainability is embedded throughout the project.

During the 3 years:

- There will be 18,113 opportunities to participate in activities
- I13 volunteering opportunities
- 12 young people will benefit from 92 weeks of work experience

Volunteers will contribute 2,251 hours of their time valued at £45k.

The legacy of the project will be:

- New and strengthened partnerships with schools, care homes and community groups
- A new volunteer corps
- Three advisory groups
- Four teacher's packs, a loans box and working model of Leas Lift
- Oral history, research, carnival, marketing, heritage conservation and evaluation skills in the community.
- Greater awareness of career opportunities in heritage amongst children.
- A small corps of more employable local young people.
- Accessible resources that enhance understanding of Leas Lift.
- A Community Engagement Coordinator role (0.5 FTE)
- Leas Lift, an icon of Folkestone re-opening, providing an essential transport link from The Leas to the seafront, overcoming the current barrier of a 40 metre high cliff and very steep walk up zig-zag lane.

SECTION ONE: WHERE WE ARE NOW

1.1 Heritage significance of Leas Lift

Leas Lift is a Grade II* cliff funicular railway (Historic England No. 1061185) situated in the Folkestone Leas & Bayle Conservation Area in Folkestone. With the extension of the South Eastern Railway to the town in 1843 more visitors came to enjoy the beach and town but getting to the harbour and seafront for both residents and holidaymakers required steps or walking up a hill. The Leas Lift was a solution, connecting The Leas and seafront. The land was leased from Lord Radnor. The Folkestone Lift Company commissioned Messrs Waygood & Co. in 1885 to build the lift and local builder John Newman to build the stations. Leas Lift opened on 21st September 1885 and has carried more than 36 million people since. Access remains via The Leas and Lower Sandgate Road through the Upper and Lower lift stations respectively.

The Historic England listing covers:

- waiting rooms which were designed by Reginald Pope in a Domestic Revival style and built by John Newman, a local builder;
- pump room, which was added in 1890 in a similar style with a second lift (removed in 1985);
- lower station tanks, track, cars, wheel houses; and,
- tank room, upper station tunnel and railings.

The listing specifically highlights four areas of significance: rarity of a lift of this type – of only eight water balance cliff lifts built nationally, this was the third, but is one of only three still operating by the original system in the UK; engineering and structural interest; rarity and degree of survival of the working machinery; and architectural interest of the waiting rooms and pump house. The Historic England listing contains further details of the rarity of aspects of the machinery.

Water and gravity were the only sources of motive power on the seafront in the 1880s. Waygood and Company Ltd. were probably commissioned as they were known for installing water-based, hydraulic lifting systems in country houses. They did not have railway experience so may have sub-contracted the installation of the tracks to an unknown railway engineering company.

The system comprised two parallel 5ft 10inch (1.8m) gauge tracks extending to a length of 164ft (49.5m) at an incline of 40 degrees (vertical height 37.8m). The Lift employed the

water balance principle where water was supplied to the upper car to facilitate its descent, this being emptied into the sea when the downward journey had been completed.

Two standard passenger cars, each capable of carrying 15 passengers, were provided. Conforming to a design that became synonymous with this type of railway, the cars had a covered body with a triangular sub-frame that housed a water tank. The main difference with Folkestone's cars was the door arrangement - these cars were fitted with a single sliding side entry door as opposed to opening doors at each end. This resulted in one of the two longitudinal bench seats having to be 'broken' mid-length to accommodate the door. Few facilities were ever provided at the upper terminus, but sizeable entrance buildings were constructed at beach level on Lower Sandgate Road.

During its early years, the Lift enjoyed great success because it satisfied a need and, being new, had comparatively low maintenance costs. By 1887, a couple of design flaws had been discovered which resulted with the fitting of a new braking system and the replacement of the vertical wooden struts under the sleepers with concrete. Apart from that, the Lift appears to have done so well as to require the addition of a second lift in 1890, at which time a water recycling system was installed as well.

In 2017 Leas Lift shut and has not operated since. Leas Lift was added to Historic England's Heritage at Risk Register in 2019, Category C – on their advice. The risk of slow decay noted on the Register has become evident during the Development Phase. The Sheave Wheel failed integrity tests and has been deemed unsafe (See Structural & Civil Engineering Report). A replica in steel will need to be made, with an integrated set of hydraulic breaks which will be the 'fail safe' mechanism. Repairs and replica parts will be used to retain the aesthetic of the unique Victorian engineering, for example, a new band break. All the sleepers now need to be replaced and the electrical control systems. A new cable management system will enable access for routine checks of the tracks and maintenance. The top timber and bottom sections of the carriages will be repaired and repainted, along with the bottom and upper stations. Interventions are also being made so that both carriages are accessible to wheelchairs and motorised vehicles, something that has not previously been achieved.

1.2 The Folkestone Leas Lift Community Interest Organisation

The Trustees of the Viscount Folkestone (1963) settlement own Leas Lift (the Radnor Estate). The Trustees of the Folkestone Leas Lift Community Interest Organisation (CIO), Charity No. 1197324 currently have a lease and will take on the freehold basis at nil cost once a Round 2 delivery grant from the National Lottery Heritage Fund is secured. See Section 3.2 of the Business Plan and Heads of Terms attached in a separate Appendix or further details. The CIC will then operate Leas Lift on behalf of the community as a non-

profit making organization. See Section 3.1 of the Business Plan for further details of governance.

1.3 Vision and aims for the project

The vision is to restore the Grade II* Leas Lift, a cliff funicular railway in Folkestone, to play a more significant role in the town, be recognised for its heritage significance and removed from the Buildings at Risk Register.

The aims of the project submitted to the National Lottery Heritage Fund have been refined and simplified during the Development Phase. They are to:

- Restore the historic Folkestone Leas Lift and re-open it to the public as a working funicular lift;
- Improve access to the upper and Lower lift stations so that all members of the community can access all areas;
- Install permanent interpretation which tells the story of Leas Lift and people associated with it;
- Provide an excellent visitor experience with 21st century facilities;
- Deliver an inclusive 3 year programme of engagement activities which breaks down economic, physical, and attitudinal barriers;
- Provide opportunities for young people to obtain knowledge, experience and develop skills to enhance their employability;
- Contribute to Folkestone's visitor economy by creating jobs and improving connectivity;
- Minimise the environmental impact of Leas Lift through design and operations;
- Ensure Leas Lift is resilient by developing a sustainable business and operational model.

People will benefit from this project in different ways. Some will use the Lift as a means of transport, others will engage with interpretation and heritage engagement projects and activities delivered through this Activity Plan.

1.4 Past activities, volunteering, and baseline data

Prior to closing in 2017, visitors could ride Leas Lift and pay for a guided tour. It was open 8 hours a day 7 days per week. Ticket sales are reported at 90,000 per annum but there was not a ticketing system to validate this. Guided tours were organised, but no data is available. A handful of loyal volunteers ran and maintained the Lift.

The new CIO organised guided tours for the 2019 Heritage Open Weekend. The COVID-19 pandemic interrupted planned tours in 2020/21 and the Queen's passing in 2022. A small

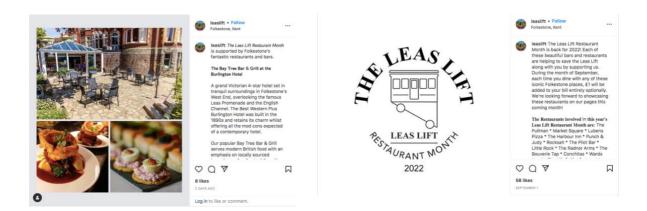
temporary exhibition was installed during 2021 in the Leas Lift Lockout, an Escape Room experience in a former shop on Sandgate Road in Folkestone. This was formed to raise funds for the Lift.

Before the pandemic James Osborne-Walker, one of the Trustees undertook some outreach work. In 2018 he gave talks to St Eanswythe's School, Christ Church School, Brockhill Park Performing Arts College, Hythe Bay Church of England Primary School, and St Martin's and Sellindge Primary School in Ashford. Children each donated £1, raising a massive £2K towards the Lift. Many of the children could remember going on the Lift with their parents and grandparents. He also reached out to Garden House Court, a retirement housing development where he gave a talk.

1.5 Past partnership working

The Trustees of The Folkestone Leas Lift CIO have built on this work, developing a strong network of supporters and potential partners. For example:

• Prior to the pandemic and for the last 2 years they have secured the support of local businesses. Participating restaurants have put these cards on their tables to generate income during October. See posts below.



- Folkestone Town Council the Curator of the Museum was on the Board during 2020 and sat on the Interpretation & Activity Planner interviews. They have provided rooms, free of charge, for consultation events during this phase, guidance on objects, and suggested other organisations to reach out to. Plans for learning have been developed in partnership with their Outreach & Audience Development Officer.
- **Folkestone & Hythe District Council** the Trustees liaise closely with the economic and planning teams.
- **Creative Folkestone** Cathy Beare, Chair of The Folkestone Leas Lift CIO is on the Board and provides regular updates. Diane Dever provided the Urban Room free for a public consultation in December 2022.

- Artwork from a 'lock down' project led by Kent Coastal Volunteering (KCV)
 was exhibited on the Lift during 2021. This led to a partnership with them during the
 Development Phase.
- **Strange Cargo** were appointed by KCV as the participatory arts company to lead on reaching out to people in the community.
- **Folkstone Grand Burstin Hotel** who have provided space for public, town hall type meetings to update the public.

1.6 How the Activity Plan has been developed

The outline Activity Plan which was submitted with the Development Phase application was informed by conversations with partners, research into potential apprenticeship opportunities and online public consultation undertaken during 2020. An email was sent to the mailing list of the Friends of Leas Lift, promoted through their Facebook group and across social media, reaching more than 40,000 people. Over 2,500 local people responded, 62% of whom were from CT19 and CT20 postcodes. Eighty-eight percent of respondents had ridden the Leas Lift before it closed. People were asked how interested they were in specific interpretation themes, types of interpretation, activities, and volunteering. People also provided unprompted suggestions and feedback.

The Development Phase has been used to reach people who were not included in the 2020 consultation, for example non-social media users, and charities who were responding to users' needs during the Covid-19 pandemic. During the last year, the Activity Planner, Design Team, and Trustees have consulted with 54 professionals from 25 organisations, and 1,188 members of the public, including 20 children through public information and consultation events, our project with Kent Coastal Volunteering (see below for more detail), a teachers' focus group and one to one, in-person, telephone, and online meetings. We have returned to consultees during the process as part of our formative evaluation, for example teachers. Desk research was updated incorporating new census data from 2021 and data produced post pandemic, which has enabled us to better understand the local population, and national, regional, and local context in this post COVID-19 world.

The Development Phase included a commission for Kent Coastal Volunteering (KCV) in order that we could access 'hidden voices' in the community. We were very aware that the online survey in 2020 had not reached everybody in the community. In consultation with the Activity Planners, KCV organised three events during July, August, and September 2022 to tell people about the project and recruit participants for a series of workshops working with artists. These events were held in the Nepalese Community Centre and Folkestone Town Museum. They also reached out to KCV volunteer drivers and befriending volunteers in the Folkestone & Hythe area (https://kcv.org.uk/folkestone-and-hythe-hub/).

The purpose of this was to raise awareness, begin to build an audience, identify people with memories we might want to include in the interpretation and consult with them on the project. The original artist dropped out of the project. We helped them tender the commission. Strange Cargo, an arts participatory company were commissioned. This has been a huge success and exceeded our expectations. Work from over 100 participants was put on display during 2 weeks in February 2023. Further details can be found in Section 2.11 of this report. Figure 1 is a poster advertising the exhibition.

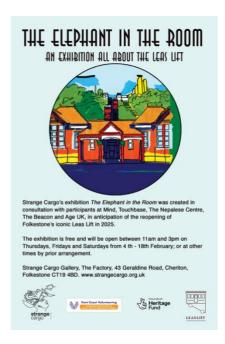


Figure 1: Poster advertising the community exhibition during the Development Phase

An online campaign was organised during spring 2023 to obtain people's memories and identify potential participants' for the oral history project. This 'Memories Project' reached 34,089 people, had 740 likes, 143 comments and 91 shares.

A summary of the changes to the heritage activities since Round I are summarised below.

1.7 Summary of changes since the Development Phase application

The internal and external consultation during the Development Phase has resulted in the refinement of some of the activities, a greater focus on others and new opportunities.

1.7.1 Audiences

We have consciously split the audiences into core, and priority groups during the Development Phase. The nomenclature has been simplified to be more flexible and inclusive. Uniform groups have been taken out for now, as more opportunities have emerged than we anticipated to work with adults who face several barriers to participation. They are described in detail in Section 3.2.

1.7.2 Activities

Oral history project: We are still planning to undertake the oral history project. Former volunteers, and lift drivers have told us they are keen to take part. The consultation has

revealed that most people's memories are not particularly in-depth, so we think 5 to 10 is more realistic, not 20 as originally cited. Plans for oral history training have not changed.

Co-curated projects with socially isolated residents. The pilot delivered by Strange Cargo during the Development Phase has exceeded expectations, involving over 100 participants through five gatekeeper organisations. The original target was to work with 70 people, delivering up to 3 workshops each, and 35 riding on the restored Lift, all during the Delivery Phase. This would include children from the Beacon School whose pupils have severe and profound needs. The project has already achieved part of this, so we have thought about how they can be engaged through different types of workshops, a touring show, advisory groups, volunteers, and VIP trips. We found that the blind and deaf communities are not active in Folkestone, so we plan to work with people with a broader range of disabilities and mental illness.

Not anticipated at the Development Phase was the opportunity to have a **Leas Lift themed Folkestone carnival**. This has emerged from working with Strange Cargo.

School Project. The plan was to deliver a Co-curated artist led project with one school. The general school programme included trips to the site by young people studying relevant courses 16 to 18 years, an annual writing competition in partnership with Sandgate School and development of a half day KS2 offer. We also planned to build a School Advisory Group.

Our aspirations have grown through consultation, and we now intend to work with four schools. We have built strong links with them and they have agreed to be founding members of the School Advisory Group. For example, Strange Cargo delivered workshops with Beacon School, and deaf children in Castle Gate School. We are going to tour a puppet show to the schools to tell the story of the Lift, develop four resource packs in partnership with them, deliver a project with engineering students so we have a working model of the Lift which can go out to schools, along with a handling collection. Feedback from the focus group suggests a programme delivered in partnership with Folkestone Town Museum would work best to engage schools once the Lift is in operational model. In addition, at least 30 primary and secondary schools will be involved in workshops linked to the Leas Lift Carnival, Chiravari (see Section 3.5.2 for further details).

Uniform groups. At this point we do not intend to work specifically with uniform groups. Instead we have expanded our work with local schools and colleges.

The original plan to deliver heritage themed events, tours, talks and walks, some of which would be put online have not changed. We have not been able to find a storyteller to develop 'storytelling' walks, and the deaf and blind communities did not want to engage with our project. Instead, we have tested interest in led and self-led heritage walks from the Lift, exploring the surrounding area. We also discussed an opportunity to

work with AgeUK, delivering walks in partnership with their health and wellbeing programme for over 55s.

The original **heritage skills programme** was informed by advice, need, and the wider context within the District to upskill young people and adults of working age. The plan remains to offer 24 weeks of experience to an apprentice employed by the main contractor. Advice from consultants on the professional team suggests that training several people to drive the Lift, volunteers undertaking routine tasks and bringing contractors in to do the maintenance would be lower risk. This has negated the need for a Heritage Engineering apprenticeship. We have spoken to the Head of Folkestone College, part of the East Kent Group, the Engineering Department at Canterbury Christ Church University (CCCU) and to the University of Kent. As a result we have developed a project working with 3rd year students in the Engineering Department at CCCU, organised a year-long paid internship focusing on marketing and events with the University of Kent Careers and Employability Team and agreed to develop a range of tours, projects, and work experience opportunities with Folkestone College. Our plans are described in further detail in Section 3.5. Letters of support can be found in a separate appendix.

1.7.3 Volunteering

The original plan was to create 52 volunteering opportunities spanning research, participation in the oral history project, learning, guides, front of house, maintenance/gardening and marketing and evaluation. These plans, or the outline training programme have not changed, we have just refined the detail. Targets to have young volunteers, a volunteer with a physical or learning disability, and to recruit volunteers through the programme of community engagement still seem realistic given the partnerships that have been developed. We have already had 3 offers from potential volunteers and a fourth has been researching the original Leas Lift team on our behalf which has informed the interpretation plan.

1.8 Structure of the Activity Plan

Section 2 of this report summarises the wider strategic context, key strategies, policies and priorities in Folkestone & Hythe and the heritage sector. It summarises potential demand and need, detailing characteristics of the local population and our audiences, competition, findings from the consultation, lessons from comparator projects and barriers to engagement. Section 3 describes how we will extend and build audiences. It explains the approach to audience development, summaries our core and priority audiences, their motivations, drivers, and the benefits they will be seeking. It explains how the Activity Plan will be phased alongside the restoration and capital works. Section 3.5 summarises the three-year Activity Plan including volunteering and training (2024 to 2026). This is then

mapped in the Action Plan. Sections 3.6 and 3.7 focus on delivery, staffing and the impact on the CIO. Sections 4 and 5 list measures of success, targets, heritage outcomes and how the project will be evaluated. It should be read in partnership with the Evaluation Strategy. Section 6 looks at legacy. Section 7 is a summary of the budget. The Action Plan and supporting information can be found in the Appendices to this report.

2. SECTION TWO: STRATEGIC DECISIONS ABOUT INVOLVING PEOPLE

2.1 Introduction

This section of the Activity Plan looks at the strategic context, demand and need and competition. Folkestone has three layers of Local government, Kent Council, Folkestone & Hythe District Council and Folkestone Town Council. Folkestone & Hythe District Council's strategies are most significant and the Town Council as they operate Folkestone Museum. Creative Folkestone's role in the town has also been considered due to the impact on footfall in the town and activities they deliver.

Potential demand and need are examined from different perspectives, a mode of transport, heritage attraction and from a community perspective.

2.2 Kent County Council

Kent Council influences the Activity Plan as they run the local library, a potential partner. They are also relevant for external events on highways/ pavements.

2.3 Folkestone & Hythe District Council

A summary of the council's Corporate Plan (2021-30) is summarized in the Business Plan (See Section 4.2 of that document). Their priorities should benefit this project by increased footfall in the Town, and work with East Kent College to ensure skills training meets employers' needs.

The Heritage Strategy (2019) fed into the Council's current Place Plan which is built around 6 priority projects. Levelling-up funding of nearly £20 million was confirmed in January 2023 to deliver three projects, under 'Folkestone – A Brighter Future' (See Section 4.3, Business Plan) This should result in more footfall in the town and on the Lift but does not have a direct impact on the Activity Plan.

2.4 Folkestone Town Council

Folkestone Museum benefitted from £1.95 million during their Lottery project (2015-202). The Grade II listed Town Hall was restored creating five new themed displays including Fashionable Folkestone which covers the Victorian era and Folkestone's 'Hey Day' as a fashionable resort and 'Frontline', focusing on Folkestone's involvement in conflict, particularly the two World Wars. The Museum re-opened in Spring 2017 but then had to close during the Covid-19 pandemic. The schools' programme has now re-started and they have a new Outreach & Audience Development Officer who is building up a following from local schools. They are a key partner because of their curatorial advice they can provide, workshops which provide context to the Lift, relationships with schools and new education room.

2.5 Creative Folkestone

Creative Folkestone currently looks after five projects in Folkestone:

- **Folkestone Triennial.** Their flagship project and the largest exhibition of newly commissioned work presented in the UK. The Folkestone Triennial invites artists to engage with the rich cultural history and built environment of the locality, and to exhibit newly commissioned work in public spaces around the town. These Triennial events have attracted 440,000 visitors to date ¹. The 2020 Triennial was cancelled due to the Covid-19 pandemic. The next is planned for 2024.
- Folkestone Book Festival, normally hosted in November.
- Creative Quarter, a focus for creative and digital businesses.
- Quarterhouse, a venue which runs festivals, workshops, and community events.
- **Folkestone Artworks**, 46 contemporary art works across Folkestone. See map over page.

They are also the custodian for Derek Jarman's Prospect Cottage ².

https://www.creativefolkestone.org.uk/folkestone-triennial/about/ [accessed 16 July 2020]

² https://www.creativefolkestone.org.uk/news/2020/04/derek-jarmans-prospect-cottage-saved-for-the-nation/



Figure 2: Map of Folkestone Artworks (2019-20)

2.6 Formal and informal learning

An Oracy All-Party Parliamentary Group ³ published a report in April 2021 demonstrating the value of oracy in education. Improved oracy can result in better outcomes for children across their lives. We have considered this in the development of our school offer.

We also learnt that the only attraction in Folkestone which is part of Kent Children's University ⁴ is a WWI themed walk and reading challenges in the Library. The walk, 100 miles for 100 years goes along the Leas, above the Lift https://kentww1.com/100-miles/folkestone-trail/. This is an opportunity, as well as being part of the Wheels of Time (https://wheelsoftime.uk/) which is also popular in Kent. Families collect badges along their route at Kent museums and heritage sites. Folkestone Town Museum is a member.

School trips tend to be driven by links to the National Curriculum (2015) or for a day out. As well as the new Natural History GCSE, a visit to the lift will support STEM, history, D&T, engineering, geography, English and art curricula, for example:

- **Science** (upper key stage 2): pupils must be taught to "identify the effects of water resistance" and "recognise that some mechanisms, including levers, pulleys and gears, allow a smaller force to have a greater effect"
- **Design and technology**: pupils should "explore and use mechanisms [for example, levers, sliders, wheels and axles]"
- History: pupils must engage in local history, e.g., through carrying out a project on an
 aspect of the locality which has historical significance and reflects several aspects of
 national history in the locality and An aspect of theme in British history that extends
 their knowledge beyond 1066 e.g. How railways were a turning point in British History

³ https://oracy.inparliament.uk/speak-for-change-inquiry#:~:text=The%20Oracy%20All%2DParty%20Parliamentary,disadvantaged%20students%20and%20their%20peers.

⁴ <u>https://www.theeducationpeople.org/our-expertise/outdoor-learning/our-sites-services/kent-childrens-university/#What%20is%20a%20Learning%20Destination?).</u>

• **Geography**: locational knowledge (studying an area), place knowledge (using compasses and aerial photos), human and physical geography to refer to features (e.g., cliff, human features such as towns), Geographical skills and fieldwork (sketching, recording, and presenting features)

T Level is a nationally recognised qualification for 16 to 19 year olds that takes 2 years to complete. 80% of the time is spent in the classroom and 20% in the workplace. The placement must be a minimum of 45 days/315 hours and can be done in blocks. Students can progress to University as the T-Level is worth the same in UCAS points as 3 A-Levels, to a higher level apprenticeship or into a job. Relevant courses currently available at Folkestone College are Business and Administration, Digital, Engineering and Manufacturing, Education and Early Years, Construction and Legal, Finance and Accounting. In September 2024, Catering, Media, Broadcast and Production and others will follow ⁵.

2.7 Health and wellbeing

Health and wellbeing are already on the agenda in the heritage sector, but the COVID-19 pandemic has shone a light on its importance. This is reflected in the Heritage Fund highlighting it as one of their priorities. The District Council's Corporate Strategy is focused on addressing homelessness in the town.

Historic England's Wellbeing and Heritage Strategy (2021-2024) is built around three pillars, Thriving places, Connected communities and Active participation. This supports their Inclusion, Diversity and Equality strategy and 'people and heritage-led' approach, responding to need, collaborating with, and learning from others. The strategy states:

"Heritage can be a powerful and positive influence in people's lives. It helps us understand where we come from and gives us pride and confidence in the places where we live and work. Heritage brings people and together and provides the foundation for a prosperous future" ⁶.

Their priority audiences are:

- People with mental health needs
- People who are lonely or socially isolated
- Older people, especially those coping with age-related challenges or reduction in their capacity to thrive
- Younger people, especially those who need support to counter disadvantage.

⁵ https://www.tlevels.gov.uk/students/subjects

⁻

⁶ A Wellbeing and Heritage Strategy for Historic England. Downloaded from https://historicengland.org.uk/content/docs/about/wellbeing-and-heritage-strategy-summary/

This shows a shift from economic to social benefits.

Relevance to our project is that through the Activity Plan we intend to support the town and local people by reconnecting the Leas to the seafront, allowing people who are unable to navigate Zig Zag Hill or the walk from Harbour Arm (which is the nearest bus stop) to access the beach and coastal park. We will engage primary school children, most of whom will never have been on the Lift with an iconic piece of industrial heritage in their town, which was part of the development of Folkestone as a seaside resort during the Victorian period. We will also provide outreach activities to the most socially isolated, in residential homes and through our partnership with AgeUK.

2.8 Climate Action – Strategic Context

The UK's current target for emissions is a reduction of 78% by 2035, and to be completely net zero by 2050. Net zero carbon means making changes to reduce carbon emissions to the lowest possible amount, unlike a carbon neutral policy, where offsetting is a last resort to achieve net zero carbon. This project set out to pursue all feasible means to reduce greenhouse gas emissions in operation and minimise both annual and peak energy demand in accordance with the industry standard 'Energy Hierarchy' and to be mindful of the principles of BREEAM New Construction (NC) 2018. The project's strong carbon and sustainability goals would help create a development which supports Folkestone's climate transition and creates an exemplary example of sustainable heritage which we intended to share and build upon through the Activity Plans to change people's behaviours.

For example, the Engineering Department at Christ Church Canterbury University are particularly interested in this aspect and would like to bring their students to the site to learn more. Student led projects will include looking at the carbon neutral approach. It will also be a theme with the teacher's resource packs.

Strategy	Focus	Relevance to the Activity Plan
National	Environmental sustainability guidance states that the Heritage Fund	The capital project can support through design and construction.
Lottery heritage	is supporting the Climate Change Committee (the CCC)'s aim to	Operations can influence energy suppliers, and consumption. The
Fund	raise the UKs climate ambitions for 2035, changing the UK for the	Activity Plan can minimize impact and maximise opportunities by:
	better.	Influencing behaviour and attitudes towards individual carbon
		footprints, and the use of resources used for delivery the
		heritage activities.
Historic England	Sustainability is at the forefront of Historic England's (HE) vision.	Focus is on buildings, but their planned toolkit (2025) may be
	By 2040, they aim to have enabled people to live more sustainably	useful during delivery
	and adapt to a changing climate, while conserving the nation's	
	irreplaceable heritage for future generations through information	
	and support. Their climate change programme has three stands 7 :	
	'Mitigation, Managing Risk and Adaptation.'	
Greening the	The organisation Green Heart Education describes greening the	Oxford, Cambridge, and RSA (OCR) claim that there is a demand
curriculum/	curriculum as 'ensuring that students are capable of taking on the 21st	from stakeholders for, 'a greening of the curriculum either in a form
OCR's new	century challenges of global warming and climate change [] social	that includes an environment based subject or for each and every
Natural History	inequities, unsustainable lifestyles, and the urgent need to switch to a	subject having green issues embedded' 11. Since October 2020 they
GCSE	renewable energy-based economy' ⁸ .	have been engaging and consulting stakeholders on a new GCSE
		in Natural History.

 $^{^{7}\,\}underline{\text{https://historicengland.org.uk/whats-new/features/climate-change/our-strategy/\#mitigation}}$

⁸ https://www.greenhearted.org/greening-the-curriculum.html

¹¹ https://teach.ocr.org.uk/ocr-position-statement-greening-the-curriculum?hsLang=en-gb

Strategy	Focus	Relevance to the Activity Plan
	In practice the aim is to make students more environmentally	
	aware and equipped for global transitioning into a greener society	Department of Education approved a new Natural History GCSE
	and economy.	in April 2022. New specification and sample assessment material to be available from 2024 and teaching in 2025.
	According to OCR, 'the new qualification will enable students to	
	develop a rich understanding of the natural world: from their own	
	local wildlife, environment and ecosystem to critical global	
	challenges like climate change, biodiversity and sustainability.9' The	
	qualification is set to be a part of the Department for Education's	
	flagship sustainability and climate change strategy 10.	
Julie's Bicycle –	Originated in 2007 providing advice to the music industry/festivals.	They run workshops, talks, programmes, and summits and have
a charity	Their priorities are: net zero carbon and restore nature; inspiring	resources on their website e.g. The Colour Green lab (2021),
providing	public action on climate and ecology; and championing	Creative Climate Chats (2022).
consultancy services	environmental justice and fairness.	Run a certification programme. Have CG Tools which measure energy, water consumption, waste generation, recycling, travel, and production materials. Results are then used to develop environmental strategies and organisational priorities.
		Collaborative effort is required: environmental debates, discussions, and workshops, and the use sustainable recycled materials as part of a creative and expressive exercise in the Sustainable Builds Activity

Table I: Summary of relevant strategies regarding climate change

https://teach.ocr.org.uk/naturalhistory

https://teach.ocr.org.uk/naturalhistory

https://www.ocr.org.uk/news/green-light-for-game-changer-gcse-in-natural-history/?hsCtaTracking=5b298bfe-14e1-434f-88cb-c33ea24952be%7Ce657795e-97c3-4b91-87cd-1291ae2de295

2.9 Potential audiences – demand and need

This section of the report focuses on demand and need for the Activity Plan in particular. This is complemented by data on tourism which can be found in Section 5 of the Business Plan.

2.9.1 Motivations for riding on a historic funicular railway

Sector-wide reports have consistently identified the following motivations for driving heritage and museum visits¹²; socio-recreational – having fun/ entertainment with others; escapism; learning, for oneself or 'other'; reverential; doing something worthwhile; and novelty or seeing something new. The Audience Agency's study of museum visitors reveals 52% of visitors to museums live within a 30 minute drive and 90% within 90 minutes but visitors whose primary motivation **is to learn something, travel further** ¹³. 'Local', also known as 'Hyper-local' audiences¹⁴, a term describing the community who live within 15 minutes of a heritage site tend to be the most frequent visitors.

Nostalgia is likely to be a key driver of visits to Leas Lift, especially since it has already been closed for 6 years. Research into heritage railways suggests the trip and destination have equal value, and this is likely on the Leas Lift. People are already talking about the sound and feel of riding on it when children – riding on it once again will be re-enactment, triggering memories. People are going to expect something authentic although the reality for all heritage railways is that Health & Safety needs to be balanced with authenticity.

Motivations for Leas Lift will also be practical, as a mode of transport.

2.9.2 Characteristics of the population in Folkestone & Hythe District Council

Folkestone is the principal town within Folkestone & Hythe District Council (previously known as Shepway). The population of the District increased by 1.7%, from 108,000 to

Canterbury
A 4.1%

Dover
A 4.2%

Ashford
A 12.5%

Folkestone and Hythe
A 2.8%

109,800 between 2011 and 2021. This is one of the lowest rates of growth in the local area, and much lower than in the South East (7.5%) and England (6.6%). See Figure 3¹⁵. Residents live in 48,300 households. Fifty-one percent are female and 49% male.

Figure 3: Population growth 2011 to 2021

¹² For example, Falk & Dierking, 1992, Hood, 1988; Jansen-Verbeke & van Redome, 1996; Morris Hargreaves McIntyre, 2002; Slater, 2007; Thyne, 2001.

¹³ Museums Audience Report (2018) What Audience finder says about audiences for Museums, London: The Audience Agency.

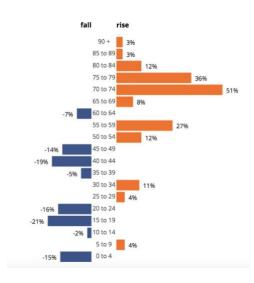
¹⁴ The Audience Agency has developed Audience Spectrum, a segmentation tool

¹⁵ https://www.ons.gov.uk/visualisations/censuspopulationchange/E07000112/

The population of Folkestone is c.46,500, 42% of the District's population. Table 2 below shows the actual number of residents and proportion by 10 year age band. This shows a well distributed population but compared to England there is a smaller share of young people than the England average of 18% and much higher share of people over pensionable age.

All persons	Under 15	15-24	25-34	35-44	45-54	55-64	65-74	75-84	85+
109,800	17,100	10,400	12,000	12,100	14,700	16,000	14,700	9,300	3,500
%	15.57%	9.47%	10.93%	11.02%	13.39%	14.57%	13.39%	8.47%	3.19%

Table 2: Usual resident population in Folkestone & Hythe District Council (2021) 16



In England only 10% of the population are 65 to 74 years, 6.2% 75 to 84 years and 2.5% over 85 years. That leaves 51.8% aged 25 to 64 years. In Folkestone the proportion is 50% - people of working age are therefore a smaller proportion of the population and retirees larger. Although the population size has changed very little over the last decade, there has been a relative growth in older people and decline in younger people. Figure 4 illustrates this well reinforcing the now very evenly distributed population in terms of absolute numbers in each decade. Therefore, we are going to reach out to more older people in the Activity Plan.

Figure 4: Relative growth and declines across age bands in Folkestone & Hythe during the last decade

Only parts of the 2021 Census data have been released which is why we have had to draw on older data. In 2011, 91% of Folkestone & Hythe's population described themselves as White: English/Welsh/ Scottish/ Northern Irish/British. The local Nepalese community are likely to be captured in the Other Asian group. This described 2.5% of the population ¹⁷. Approximately 600 ex Gurkhas live in the District according to a mapping exercise by the Gurkha Welfare Trust ¹⁸. This is an important community within Folkestone, whose voices are not always heard and why we have already reached out to them through the Nepalese Community Centre.

¹⁶ Source: https://www.ons.gov.uk/visualisations/censuspopulationchange/E07000112/

¹⁷ https://www.kent.gov.uk/about-the-council/information-and-data/facts-and-figures-about-Kent/area-profiles

 $[\]frac{18}{\text{https://sussexarmedforcesnetwork.nhs.uk/wp-content/uploads/2020/06/AFN-Gurkha-and-Nepalese-Community-Factsheet-April-2018.pdf}$

Figure 5 describes NVQ qualifications for the District in 2020. It is significant for the Leas Lift project, given that a core strand of the Activity Plan is the development of heritage skills and employment. NVQI is equivalent to 3-4 GCSEs at grades D-E, NVQ2 to 4-5 GCSEs at grade A*-C, NVQ3, 2 or more A-levels and NVQ4+ degree and above. The graph shows that particularly in the 50 to 64 year-old age band one in five people have no qualifications. The project needs to consider this when advertising roles, so as not to exclude people who have relevant experience but no formal qualifications.

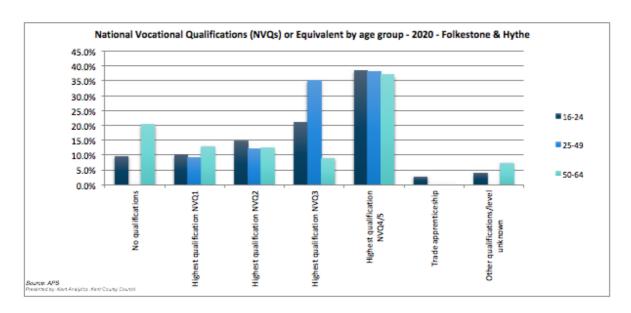


Figure 5: NVQs or equivalent qualifications broken down by age group (2020)

Folkestone & Hythe is ranked 90th nationally in terms of IMD scores and 113th when ranked in terms of the proportion of LSOAs in the most deprived 10% nationally.

The District had 4 LSOAs (out of a total of 67) within the most 10% most deprived nationally in 2019, the same number as in IMD 2015. Overall 37 of the 67 LSOAs remained in the same decile ¹⁹.

Folkestone Harbour ranks 614 out of 32,844 LSOAs in the UK and 11th out of 902 in Kent. East Folkestone (Shepway 0003C) ranks 1,356, and is 23rd in Kent, Folkestone Central, 1,761st nationally and 27th in Kent. Four other LSOAs in East Folkestone and the Harbour area rank in the top 90 LSOAs for deprivation in Folkestone.

In 2019 in Folkestone & Hythe, 14.5% of the population were income deprived, one measure of deprivation. The area is ranked 82nd amongst the 316 local authorities on this metric. At a more local level, 14 of the 67 neighbourhoods are the most income-deprived in England ²⁰. This is shown in the darkest red colour on the map in Figure 6.

https://www.ons.gov.uk/visualisations/dvc1371/#/E07000112

¹⁹ www.kent.gov.uk - note where there is more than one LSOA in an area we have indicated the code, Shepway was the former name of the District, what is now Folkestone & Hythe.

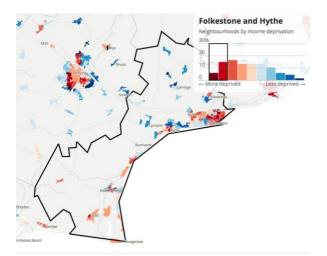


Figure 6: Income deprivation by neighbourhood

Folkestone & Hythe has an internal disparity of 33.4% in terms of income deprivation. In the least deprived neighbourhood only 3.1% of people are income-deprived versus 36.5% in the most deprived. The District is ranked 115 of 316 local authorities on internal disparity (national level urban areas tend to have much higher levels).

The Index of Multiple Deprivation (IMD) score by school for Folkestone & Hythe in October 2021 was higher than the average for Kent schools, 24.34 compared to 20.74. For the Home District it was 24.67 compared to 20.83 for Kent ²¹.

In March 2021 the proportion of Looked After Children was higher in Folkestone & Hythe than in Kent, at 57.1 per 10,000 children aged 0 to 17 years v 39.9 per 10,000. When Unaccompanied Asylum Seeking Children are included the figures are 67.5 in Folkestone & Hythe versus 48 in Kent. The proportion of children subject to a protection plan in the District is also double that in Kent at 71.2 per 10,000.

This desk research has been important in the development of the Activity Plan as it highlights the deprivation in the District, larger older community, lower skilled part of the workforce and disparities within the local community.

2.9.3 Care homes in Folkestone

The large proportion of older people in Folkestone is reflected by the number of care, residential and nursing homes. Six have been identified under a mile from the Lift. Improved access at the top and bottom lift stations will enable older people with limited mobility to visit the beach once again. They could visit at less busy times and be encouraged to visit with packages for a ride and cream tea. These local homes are:

²¹ https://www.kelsi.org.uk/ data/assets/pdf_file/0006/136482/Facts-and-Figures-2022.pdf

- St Heliers Residential Hotel providing 30 rooms
- Hatfield Lodge Residential Home registered for 34 older residents including people with dementia requiring a low to medium level of care and support
- **Tudor Lodge** run by the same group as Hatfield Lodge providing care for up to 44 people, including those with early onset dementia
- Wells Lodge Nursing Home providing residential and nursing care to 22 people, 50+
- **Folkestone Care Centre** providing residential, nursing and dementia care for the elderly
- **Grimston House Care Home** registered for 21 residents

2.9.4 Primary and secondary schools

There are 36 primary, 10 secondary schools, 1 special school and one Pupil Referral Unit (PRU) in Folkestone & Hythe. 15,156 children were on the school roll in 2020. This has risen to 15,284 in 2022 ²² despite the aging population.

There are 2,322 disabled pupils in Folkestone & Hythe and many of them also live in the district. There are two special schools, Caldecott, and Beacon, who also run a deaf unit in Castle Hill School, so many of these children are in mainstream education. See Table 3. This is important to ensure that Leas Lift and activities are accessible.

Disabled pupils

Source:Kent County Council

January 2020	Folkestone &	k Hythe	Ken	t
	Number	%	Number	%
Number with a Primary SEN Need	2,322	100.0%	32,656	100.0%
Autistic Spectrum Disorder	409	17.6%	6,057	18.5%
Hearing Impairment	20	0.9%	361	1.1%
Moderate Learning Difficulties	389	16.8%	3,991	12.2%
Multi Sensory Impairment	2	0.1%	72	0.2%
SEN Support - No Specialist				
Assessment	25	1.1%	633	1.9%
Other	104	4.5%	1,380	4.2%
Physical Disability	55	2.4%	1,058	3.2%
Profound & Multiple Learning				
Difficulties	31	1.3%	325	1.0%
Social, Emotional & Mental Health	501	21.6%	6,382	19.5%
Speech, Language & Communication				
Needs	483	20.8%	7,389	22.6%
Severe Learning Difficulties	57	2.5%	770	2.4%
Specific Learning Difficulties	219	9.4%	4,004	12.3%
Visual Impairment	27	1.2%	234	0.7%

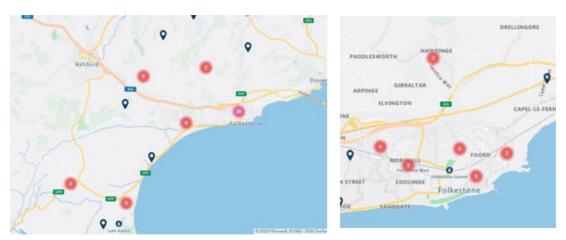
Table 3: Disabled pupils in Folkestone & Hythe and Kent (2020)

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²² https://www.kelsi.org.uk/ data/assets/pdf_file/0006/136482/Facts-and-Figures-2022.pdf

8.2% of children have English as an additional language, lower than the Kent average of 11.5%.

Twenty-two of the primary schools are within 3 miles of Leas Lift and make up over half of the school roll. Sandgate Primary School, St Eanswythe's CofE Primary School, and Christ Church CEP Academy are all within a mile and are therefore the 'hyper-local' school market. See Figures 7 and 8.



Figures 7 and 8: Primary schools in the District of Folkestone and Hythe (insert shows those within 3 miles)

The original intention was reach out to schools where children would benefit most due to more limited opportunities at home. Eligibility for free school meals (eFSM) can be a useful indicator for selecting schools to work with as this is linked to the Pupil Premium. The proportion of children receiving free school meals in Folkestone & Hythe has increased from 19.8% in 2020 to 26.9% in 2022 compared to 16.2% and 22.5% respectively in Kent. In the District's primary schools eFSM is 28.4% compared to 23.3% in secondary schools 23 .

The English average for eFSM is 23.5% of primary school children and 23.7% of secondary school children, but that metric is based on those receiving meals during the last six years. Using the average in England, four schools in the town have <u>double</u> the eligibility for free school meals (47%+) and two are boarder-line:

- Caldecott Foundation School is a maintained Special Educational Needs school for children and young people aged 5 to 18 yrs. All their pupils have a SEN education, health, and care plan and 66.7% are eFSM ²⁴.
- Martello Primary School 64.7% are eFSM. 26.8% have SEN compared to the national average of 12.6% for England mainstream primary schools

²⁴ On average 2% of pupils in mainstream primary schools have a SEN education, health, and care plan. 12.6% require SEN support. This is much higher in some of the schools below and highlight the need to be physically and intellectually accessible. Based on 2020/21 figures.

²³ https://www.kelsi.org.uk/__data/assets/pdf_file/0006/136482/Facts-and-Figures-2022.pdf

- Mundella Primary School 54.2% are eFSM and 18.8% have SEN.
- Castle Hill Community Primary School. Ofsted have said this school requires improvement. 49.5% of pupils are eFSM, 5.7% have a SEN education, health, and careplan. They provide provision for pupils with hearing impairments.
- St. Peter's Church of England Primary School 46.7%.
- Christ Church Cep Academy, Folkestone 46.1% eFSM. 14% require SEN support.

Thirteen more have an eFSM between 23% and 45% who could also be targeted or offered free visits as price may well be a barrier to them visiting with their families. Compass Community School in the Coastal Park is registered as a Special Independent School so not included in the data above.

We have used this data to prioritise those schools we are going to reach out and to work with on co-curation and whole school projects. Other schools will be able to get involved through the planned school programme.

2.9.5 Post 16, Further and Higher Education

The following nine schools and colleges in Folkestone and Hythe provide post-16 education.

- I. The Marsh Academy (Academy)
- 2. The Harvey Grammar School (Academy)
- 3. Earlscliffe (Sussex Summer Schools Ltd independent)
- 4. The Folkestone School for Girls (Academy)
- 5. Folkestone Academy (Academy)
- 6. Brockhill Park Performing Arts College (Academy)
- 7. The Beacon, Folkestone (Special School)
- 8. Turner Free School (Academy)
- 9. Caldecott Foundation School (Special School)

Many of these also have a higher eFSM than one would expect and issues with persistent absence. The English average for absence is 13.7% at secondary level. Folkestone Academy has a rate of 26.7%, The Beacon 26.5% and Brockhill 23.9%.

Folkestone Academy is part of Turner Schools, a local Multi Academy Trust and has 1,940 children on the roll, and an eFSM of 37.7%, and rate of persistent absence of 26.7%, nearly double the national average, although not all of these are sixth formers. Unfortunately, they do not provide details as to the proportion receiving pupil premium or destinations. The Academy has a partnership with the Combined Cadet Force who normally volunteer in the community.

Most of the other schools focus on academic rather than vocational subjects. The exception is the Caldecott Foundation School whose students at GCSE age have the option to do a catering course. Caldecott is a maintained special school which accommodates students with social, emotional, and mental health difficulties.

Folkestone College is part of the East Kent Group of Colleges. We spoke to the Head of the College about the new T-Level qualifications which include a substantive work experience element, 45 days (315 hours). They are currently offering:

- Brick, carpentry, joinery and will add painting and decorating in 2023/24 under the Built Environment pathway.
- They are offering Level 3 Architecture, Interior and Urban Design which is an
 extended 2 year Extended Diploma in Creative Media Production and Technology,
 with a focus on Architecture. It will introduce students to a range of job roles and
 careers in the combined and associated areas of architecture, spatial design, town
 design and planning, and interior design.
- In 2023/24 they will be adding Management and Administration, with a focus on planning and event management.

Catering has been delayed for a couple of years.

They also have a Junior College for Year 10/11 students who know they want to work in the creative industries or business. They study a full Level 2 course in art and design or business, GCSE maths and English, STEM subjects, PSHE and sport. See Letter of Support which outlines how they would like to work with the team to involve these students.

We also identified The University of Kent, Canterbury Christ Church University (CCCU), and Imperial College as options for student led projects, talks, placements, and internships at the Lift. Relevant courses at the University of Kent included the MSc in Architectural Conservation, Film & Media, Business & Management and Marketing Degrees and at CCCU the BA in Tourism Management and engineering courses. University of Kent has a structured programme of opportunities for charities and businesses to engage with students.

Experience on other projects has shown that placements work best if a partnership is built with the Careers and Employability teams at universities as well as with Programme Leaders so we reached out to the former, although at CCU it was the Head of Engineering and her team who have engaged. Further details of our plans to work with these Higher Education Institutions (HEIs) can be found in Section 3. Letters of support are appended to the Round 2 application.

2.9.6 Uniform groups

Originally, we saw opportunities to engage uniform groups including Girl Guides, Scout groups or even the local Sea Cadets. For example, the Brownies (Girl guides junior group) have a local history badge. Somebody suggested this during the 2020 consultation. Leas Lift would be a good opportunity for a girl to use to find out more about Folkestone. The Folkestone division covers the town, and surrounding area (Girlguiding Kent East County)

There are five Scouting Association groups for various ages in the Lift's locality. The Scouts (ages 10-14) have a 'Local Knowledge Badge' which can be completed by studying an aspect of local heritage and presenting the results. They also must be involved in a project that helps preserve an aspect of national or local heritage over a period.

The Cubs (ages 7-10) have a badge under the same name. One of the tasks that can contribute to the badge is to learn about a famous building or place of historical interest in the local area.

In the initial stages of our work we mapped where these groups operate out of. This is very much the hyper-local audience, groups within 30 minutes of Folkestone are also likely to travel if the offer was right. Linking with these groups offers mutual benefits. See Figure 9. For the Scout and Guide groups, the Lift offers a novel experience for the young people and an opportunity to earn a badge and for Leas Lift, linking with the young people could encourage them to return with their parents, other family members or consider a career working in heritage or engineering. These groups are known for often reflecting a cross-section of society and could allow young people who don't typically go to heritage attractions a new experience. These groups are also unlikely to have their own transport, overcoming that barrier.

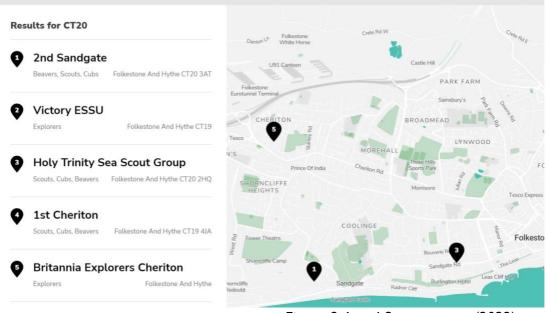


Figure 9: Local Scout groups (2022)

Due to the unexpected interest from schools, and success of the memories project with Strange Cargo we decided not to pursue a bespoke offer for uniform groups. We have kept this research in the plan however, as an opportunity for the Community Engagement Officer to move forward, if they have capacity during the Delivery Phase.

2.9.7 Group visits

There are several types of groups that could be approached to recruit volunteers, and seek out interest for talks, and walks. For example:

The Shepway & District branch of U3A ('University of the Third Age') has over 900 members and 80 groups. They had 4 local history groups which study local celebrities and buildings. There are 2 photography groups which may enjoy photographing from the Lift cars or talks about the Lift building and mechanisms. U3A groups are beneficial to partner with since they often meet and go out during the week when most people are at work.

Folkestone Railway Social Club – their Facebook group has over 600 members. They were pro-active during the 2020 Covid lockdown period. Google reviews of the social club praise its suitability for families.

Folkestone, Hythe, and District Model Railway Club – over 45 members who meet regularly. They have organised annual exhibitions at the Leas Cliff Hall with over 3,000 visitors.

Romney Marsh Model Engineering Society Ltd – located a little further away, this society focuses on 'all modelling interests' particularly model railways. They have a permanent raised track at Rolfe Lane, New Romney, membership of over 200 and make group visits to places of interest.

Local History Groups. We know there is demand for talks within Folkestone and the surrounding villages from their members' participation in the consultation and requests for talks, which the Team have struggled to fulfil. We see great potential during the Delivery Phase once paid members of staff are in place.

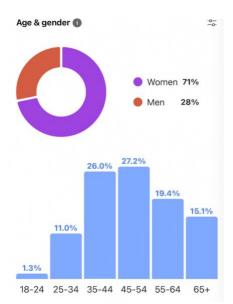
2.9.8 Digital audiences

We also looked at digital audiences given patterns of behavior during the Covid-19 pandemic. Drawing on work undertaken by the Audience Agency we learnt that nearly half

of people engaged with arts and culture digitally during the pandemic, but much of it was streaming performing arts performances, followed by virtual tours/ online exhibitions.

Greatest engagement was amongst 18 to 24 year olds, Metroculturals, people who are visually impaired and those with depression or anxiety. Most people were doing this before the pandemic, they just increased the frequency of doing so during lock downs when there were limited alternatives. The proportion of audiences engaging online only increased for live or recorded performances (up from 23% to 28%). The Audience Agency's research also showed different groups want different things and that some audiences were looking to culture to support mental health and wellbeing. ²⁵ Our consultation showed that there is still interest in digital content, but to a lesser extent than in person events; thus, providing a hybrid model is likely to be popular.

We know that Leas Lift has good engagement online. In March 2023 the Lift had 2,654 followers on Facebook and 1,047 on Instagram. See Figure 10.



As Figure 10 illustrates, the online audience is currently skewed towards females and over half are aged 35 to 54 years.

97% of followers are living in the UK, but there are also a few people following from France (0.5%), Australia (0.4%), Germany (0.2%), and the USA (0.2%).

51% were from Folkestone, 7% from Hythe, 7% from Ashford, 5% from Dover and 3% from Canterbury.

Figure 10: Leas Lift's online following, March 2023

In 2020, over 40,000 people were reached via Facebook, and 2,500 people responded to the online survey.

During our online Memories project pilot in April and May 2023, eight posts reached 34,089 people, and were liked, commented on, or shared 974 times. Engagement rates for the posts ranged from 1.26% to 3.86% and were generally for those which had the highest

reach. Anything over 1% is considered good. The posts with the greatest reach are shown in Table 4. The last post only reached 673 people but had an engagement rate of 3.86

Date of	Image	Engagement:
post		
11/4/2023		Reach: 6,498
		Likes/reactions: 142
		Comments: 34
		Shares: 19
		Engagement rate: 3%
2/5/023		Reach: 7,211
		Likes/ reactions: 195
		Comments: 60
		Shares: 14
	7	
		Post engagement: 760 (people did
		something as a result)
		Engagement rate: 3.73%
9 th May		Reach: 6,166
2023	4. 11 11 11 11 11 11 11 11 11 11 11 11 11	Likes/reactions: 162
		Comments: 34
		Shares: 16
		Post angagament 741 (poople did
		Post engagement 741 (people did
		something as a result)
		Engagement rate:

Table 4: Examples of online reach during the Development Phase

This project has shown that our online community is important. We discuss it in more detail in Section 2.11, with lessons learnt for how we engage them more in the future.

We have not included tourists in this section of the report. They are considered in the Business Plan, as they are likely to take a ride on the Lift rather than engage with the programme of activities. See Section 4.4, Tourism in Kent and Folkestone & Hythe, pp. 28 to 39.

2.10 Competition

The Activity Plan could be in competition with Folkestone Town Museum, Walmer Castle and Dover Castle, two local English Heritage sites. All charge for school visits. The Museum and Walmer Castle have both had lottery grants, which are complete and English Heritage have limited resources for outreach work. We are partnering with Folkestone Town Museum to work in partnership rather than to compete.

For those interested in railways, there is more competition, particularly for visitors and volunteers looking for more of a heritage railway experience.

The Heritage Railway Association estimates their members' impact on the economy is £400 million from I3 m visitors taking I8.6 million passenger journeys. Membership includes 8 cliff railways ²⁶.

Kent has 5 heritage railways. The closest to Leas Lift is Romney, Hythe & Dymchurch Light Railway. Their core offer is a heritage railway which opened in 1927. They have a 13.5 mile track running from Hythe to Dungeness with 4 stations along the line. One third full size steam and diesel locomotives which provide views of the coast. They also provide driver 'taster' courses at different levels, including food vouchers; Mothering Sunday package with afternoon tea; Bus rally day; and group visit experiences (£25 pp). The school offer is a guide on the train to the Model Exhibition, tours of engine shed, history of railways, and the history of Romney Marsh.

They have seasonal opening. Most weekends and Tuesday/Wednesday from April to October. Tickets are much more expensive: Adult (£19); Concession (£17) and child (£9.50) – available to buy online. Visitor facilities include an online and station shops, catering at some stations, free car parking.

Volunteering opportunities span: retail, operations (train dispatch, signalling and driving), catering, bar car (licensed observation car called Gladys), model railway exhibitions, station maintenance, infrastructure maintenance, promotion, and gardening.

See: https://www.rhdr.org.uk/ for further information.

Other heritage railways are Kent & East Sussex Railway (Tenterden) Shepherdswell East Kent Railway (near Dover), Bedgar & Wormshill Railway and Sittingbourne & Kemsley Light Railway (Sittingbourne) and the Spa Valley Railway (Tunbridge Wells). Prior to the pandemic, they all offered a half day visit, combining a ride on a historic train with views of the countryside. Diesel and steam trains ran on the different types of tracks – this is important for the special interest market. Some are relatively difficult to get to on public transport which will be a barrier for visitors without cars.

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²⁶ https://www.hra.uk.com/resources

2.11 Consultation and what the team learnt

The team has undertaken extensive consultation during the last 3 years which we have captured below in some detail. The purpose of this is to highlight the extensive support from all parts of the community for Leas Lift and to ensure that the incoming team can refer back to, and use it to support their planning during the implementation phase.

2.11.1 Consultation during 2020

Leas Lift is part of the landscape of Folkestone, captured in films, iconic TV programmes, photographs, posters, and art works. It's importance to the community was demonstrated by over 2,544 people responding to an online survey in 2020. It was open to the public from 17 June to 5 July 2020. Eighty-eight percent of people (n=2,534) had ridden the Leas Lift before. Responses were captured from people of all ages, who were mostly local (62% from CT19 and CT20).

Their comments were emotional and personal. They see Leas Lift as part of Folkestone and are deeply upset it has been neglected. A recurrent comment was that people can no longer walk up the footpaths connecting the Coastal Park to the top of The Leas due to ill health, and disabilities, yet they want to take their grandchildren down to the beach. 80% said they were willing to pay at least £2.49 for an adult single ticket.

The public were also asked how interested they would be in talks, an annual cliff railway festival, Victorian festival, and family events. As Table 5 highlights there was considerable interest in all of them, but the two festivals were most popular.

	▼ VERY	INTERESTED ▼	NOT INTERESTED *	TOTAL ▼
▼ Talks by the project team when they are restoring the Lift	33.31% 515	50.65% 783	16.04% 248	1,546
 Talks by experts once the building is restored e.g. about the engineering 	ne 34.63% 533	49.12% 756	16.24% 250	1,539
▼ An annual cliff railway festival	57.64% 894	34.43% 534	7.93% 123	1,551
▼ A Victorian themed festival	51.00% 787	35.06% 541	13.93% 215	1,543
 Family activity sessions inspired by the Lift e.g. arts, craft model making, story-telling 	s, 42.57% 656	3 6.99% 570	20.44% 315	1,541
▼ An afternoon talk or activity and tea during the week	30.33% 465	42.07% 645	27.59% 423	1,533
 Resources for children e.g. activity sheets or guides on making models 	39.86% 615	3 9.47% 609	20.67% 319	1,543

Table 5: Interest in heritage activities

148 people also provided a comment/suggestion for other types of events. These included school visits, a steam punk festival, food, and drink events (e.g., beer festival, gin night), summer holiday style events, with people in "boater hats and ladies in dresses, themed music and food", "Edwardian Hat Day" themed evening events with people in costume, treasure hunts and punch and Judy shows for children and events at Christmas.

"Vintage team room to match the vintage method of transport", "Victorian carnival, local bus rally ferrying passengers to & from the lifts"

"The beer festival there was brilliant!"

"The cider festival was quite good there. I'm pretty sure you could utilise a lot of the space around to maybe get a stage up have a few bands playing. A fully themed Victorian festival with music, ale, and debauchery (adulterated) would be fun"

"By involving the lift within a community event like a Victorian Festival you will the lift and its history forever in the forefront of people's minds - it will also be a great fundraiser"

"Meet Santa events. World's shortest opera/play /rock gig on board. Fastest ice cream eating on board. World records you can break on board. Quick wedding on board. Putting the fun in funicular! Victorian dress up Photography studio"

"Christmas events try to get an ice skating rink down there and do a Victorian Christmas event"



Figure 11: Word cloud summarizing suggested activities

The survey also asked what people value about the Lift. Over 1,000 people responded. Figure 12 shows the most frequently cited words. An analysis showed that nearly 400 comments cited history, 160 heritage and nearly 200 links to the town, or being part of Folkestone.

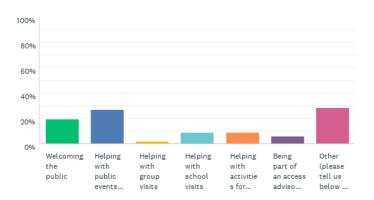
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way travel
 convenience part Folkestones able willharbour
                                                       rarity Leas Lift
      important part piece history

Childhood memories lower leas visit Folkest
                                                       workingability
                                             Folkestone heritage much
                           historical value
                                                beach link useful helps
       coastal parkwalk
   local history part town unique also historical interest important still
          Folkestone spart Folkestone s history
                                               children value ride need
      Part hillplace fact Leas hist
                                     Ory lift greats part area restored
     daygood many fun usetown
                                    s heritage uniqueness memories
     enjoy makes people engineeringFolkestone going love attraction
                 s heritage beautiful
                                         Folkestone historypreserved
     thingslocal one visitors Easy access
                                             access beach see live
tourists seafront
                      tourist attraction view iconic agehistoric
history uniqueness wonderful experience brings well family something
       future generations town beach Folkestones history historic value
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Figure 12: Summary of what people value about Folkestone Leas Lift (n=1,288)

The public consultation asked if people would be interested in volunteering to gauge potential future interest. Of those who replied 27% said they would be happy to help with public events and 19% said they would be interested in welcoming the public. See Figure 13.

There were also several unique offers of volunteer help such as running BSL tours, genealogy research, costume and props production, traditional signwriting, and health and



safety advice. This is a fantastic response and shows there is a whole range of skills in the community to draw upon, including BSL communication skills which will be important to reach out to the deaf community and to support school groups from the Beacon School.

Figure 13: interest in volunteering (n=623)

28% of people (n=177) left a comment. Forty percent of these people said they were unable to volunteer. Barriers to volunteering were health, time and location, people no longer live in Folkestone. A group of 5-10 people said they would help with maintenance weekends, marketing, fundraising and being ambassadors, sharing information. 16% said they were interested in multiple/all the opportunities – unfortunately the question was originally set up so that people could only tick one box. These findings informed the outline Activity Plan which was submitted at Round 1 and our plans for volunteering during this phase.

We continue to refer to this data as it is our baseline against which we benchmark changes in sentiment. It informed the original business plan and as the following sections highlight views have remained stable. During the last year we have focused on trying to engage with people who are less likely to be digitally engaged, to ensure that we reach people whose voices were not heard during 2020 in the online survey, and to build partnerships with gatekeepers, e.g. day centres to schools, colleges, and universities.

2.11.2 Who we have consulted with during the Development Phase and what we learnt

Since receiving the Round I award, the Activity Planner, KCV (our community partner) and Trustees have consulted with 54 professionals from 25 organisations, and I,188 members of the public, including 20 primary aged children. An online memories project during spring 2023 reached 34,089 people and 974 engagements (shares, likes, comments). In this section we have explained what we did, who these people were, and what we learnt. The process has been invaluable and is reflected in the letters of support we have received and our final list of heritage activities in Section 3.5.

An update on the project was given by Trustees at a talk at the Grand Burstin Hotel on 27th August 2022. Approximately 50 people attended this event. See invite in Figure 14. These 'Town Hall' talks are very popular with the more engaged 'history audience' and we know from their feedback this will continue to be a popular activity in Folkestone.



Figure 14: Event Brite invitation

We met in person and online with **Darran Cowd the Curator at The Folkestone Town Museum** to view the objects they have in their collection which relate to
Folkestone Leas Lift, and to learn more about their plans for formal and informal learning.
We also discussed the possibility of them accessioning artefacts offered to the CIO during our consultation and being involved in an oral history project. During this project they found a ticket machine and ticket counter that had been used at the Lift. Strange Cargo were allowed to display this as part of their exhibition in February 2023. They supported Joy Thomas who was commissioned by the CIO to develop a list of artefacts to inform the interpretation plans. They would like to be part of our plans for the oral history project. See attached letter of support.

We also worked with Tara Cleary, the Outreach & Audience Development Officer

at the Museum. She is responsible for learning and outreach. We set up a joint focus group with local primary school teachers to test a potential shared learning offer and recruit an Advisory Group. The image to the right shows their Education Room, and loan boxes which were set out for teachers to see. They also offer workshops and have offered us the opportunity to curate a community case.



Figure 15: Folkstone Museum's Lottery Funded classroom set up for the focus group

The Museum's Fashionable Folkestone workshop is based around the concept of lost luggage. Unfortunately, the session we were going to observe was postponed by the school a few days before, but we have learnt more about how children explore clues to discover who the people were that the luggage belonged to. We also learnt that they are developing gallery backpacks to extend dwell time, Early Year provision and sensory resources.

The focus group was held on 13th October 2022. Five teachers attended including:

- The Assistant Head (Casey Fletcher) and Caroline, one of the Leaders of Learning from Beacon School who teaches years 4 to 6 at a satellite situated in Castle Hill School attended. The Beacon School Folkestone is an OFSTED Outstanding maintained special school designated to support pupils with Profound, Severe and Complex Needs (PSCN). Some of their children use wheelchairs, including chairs with eye gazers (screens on the fronts which the children use as their voice) (https://learn.thebeacon.kent.sch.uk/our-school/about-the-beacon/)
- The Year 5 teacher and history and geography lead at Castle Hill Primary School (https://www.castlehill.kent.sch.uk/)
- Year 2 and 5 teachers from St Eanswythes who are also geography and history leads (https://www.st-eanswythes.kent.sch.uk/our-curriculum/).

From this we learnt that:

- Most of the teachers knew the Lift one of their uncles had been a driver, two of the younger teachers grew up in Folkestone and used it throughout their life. The Castle Hill teacher commented that their Year 5/6 children knew about the Lift, and it seems the whole of St Eanswythes school went on it before it closed in 2017. They see it as something "unique", one of only four in the country. A visit would be "memorable" for children. Interestingly one of the women who grew up in the town said "there isn't that much to do in Folkestone"
- Beacon School has a satellite unit for 12 children at Castle Hill School. This is for children who may need additional support outside mainstream schooling.

- Some schools have one form entry, others two. They would like activities organised in smaller groups.
- One teacher said a child in her class has two helpers, so she could bring 7 assistants.
- The schools try to go on school trips. Beacon School like to show parents places which are accessible for their children. They want hands on experiences.
- Some of them take part in Charivari, the Folkestone carnival.
- The Year 2 teacher at St Eanswythes already takes the children onto the Leas and Beach when teaching Victorians and the Seaside. They have paid for Kic Theatre to go into school to lead on role play.
- The teachers thought that the Lift might appeal more to the boys, who are traditionally hard to engage. The Lift would need some displays, presented in a historical period, or have models so they could see inside and how it works, with buttons so they could make the model work e.g., they make the model Lift go up and down.
- They are interested in whole day trips, combining Fashionable Folkestone and a visit
 to the Lift and a beach walk or workshop on the beach. Having shelter is important
 to them.
- They were also interested in history, geography, sustainability; not just bugs but
 what is going on generally in Folkestone around environmental sustainability.
 However, one teacher said if you try to do too much in one visit, they will get
 confused.
- They would like teachers' packs. Questions to explore would include who the Lift was for, who could access it, context of the other lifts. Telling stories through characters would work for them they were shown the initial research on John Wessell (provided by a volunteer). Having a storyteller was very popular.
- They were interested in being part of an Advisory Group, being updated on plans and helping pilot teachers' packs and visits.
- Beacon Plus, who provide provision for their older children, up to 19 years old look for opportunities for work-based learning projects. They could advise on communication/signage and specifically Makaton.

Beacon School's pupils at Castle Hill were then invited to take part in the Strange Cargo project. Further details are provided on pp. 45-50.

In spring 2023 we went back to these teachers to show them what we had developed in response to the focus group. They were shown images of the RIBA 3 stage designs which addressed access, interpretation ideas, including the model in the waiting room, and our programme of activities during the 3-year Activity Plan. This was done through 1:1 Team's meetings. They were extremely supportive.

Comments included "brilliant". "All positive, you have taken everything we said and made it even better". When we presented the model in the exhibition, one teacher said, "Think they will love it, they love anything interactive".

Our new idea of using a puppet show to tell the story of the Lift was welcomed, they feel this is something connected to the seaside which has got lost. Beacon School reminded us to consider neuro-divergent children and would like to be involved in formative evaluation and co-creation of resources, for example the development of resources using Makaton, BSL, and widget (symbol) based communication, testing of the model for the handling collection, model in the main exhibition and school packs. One of the teachers thought displays of children's work in the Lower Station would bring parents to the Lift.

They welcome STEM content so children can understand mechanics and resources to help teach geography which teachers find challenging. It was clear they wanted more packs so we have expanded this to four to cover a wider breadth of curricula and to include maps. We have hit the mark in terms of topics as they use the town to explore seaside (Year 2), look at railways and bridges as part of Victorian inventions, study WWII (Year 5), and the history of Folkestone as part of their local history unit. We learnt that Beacon cover similar themes to mainstream schools but deliver in different ways to reflect their children's needs. St Eanswythes would also like some walking tours incorporating these topics.

They made some suggestions, which have been incorporated into Studio Eger's designs. For example, at the top Lift it would be nice to explain that in the past not everybody was allowed to walk on the Leas, there was limited access and people had to be dressed well.

Other feedback on the designs included:

- 'Great to have more toilets'
- 'We have limited outdoor space so use the beach, Leas, and Coastal Park. The Lift will take the pressure off children having to walk back to the top'.

The teachers at Beacon School would also like their children and parents to test the family trail. This would include ambulant and non-ambulant children and enable the children 'to get excited about the Lift re-opening'.

They also suggested talking to Beacon Plus who have an 88% employment rate. Their own KS3 children are also looking at jobs, having people talk to them and then they discuss what that might mean for them.

Beacon School also want to be involved in the Teacher's, Access. and Youth Group Advisory Groups. See Letter of support from the Assistant Head Teacher who attended both focus groups.

We had already visited **Mundella School in East Folkestone** in September 2022 to talk to Fraser Westmorland, the Head Teacher. We chose this school because it has one of the highest proportions of children eligible for free school meals. We learnt the school:

- Programmes themed 'off plan' enrichment weeks approximately every six weeks. This includes Careers weeks.
- Has outdoor learning embedded into the week throughout the year when children go off-site, including to the beach – he sees opportunities for 5 half days linked back to the Leas Lift project.
- Has resources which they could use to help explain some of the engineering concepts.
- Uses St John's Church Hall which has two floors and a stage when they have had visiting theatre groups. They have invited other schools to these performances as there are four schools in the immediate area.
- Networks with other schools, including the Beacon School.
- They tend to plan the year during February/March of the previous year.
- They cover local history in different ways, including the two World Wars, Walter Tull, Harbour Arm and Transport.

He suggested:

- Involving all the children in each project, with a deeper relationship with one-year group who would create an output.
- Any professionals coming into school to work with children would deliver something broader to the whole school and gave some ideas.
- Sharing any outputs and the process with other schools, to benefit more children. He said, "Build and they will come".
- Trying to engage the children as soon as possible to build momentum.

At our next meeting with Fraser we agreed how we could involve his pupils in the projects we had developed and contribute to themed weeks during 2024/25 and 2025/26.

One of our key responses to this consultation was to work with more schools during 2024/25 than we had originally planned, and to develop the puppet show which will go on tour.

We had a meeting with Lynsey Ilet, the Customer Service Librarian for Folkestone & Hythe District, who subsequently left, then with Anna Hendy **Assistant Area Manager**, **Libraries, Registration & Archives, Kent County Council** (KCC) and Lynsey's replacement, Andrea Anderson about how we could work with them. Folkestone Library is part of KCC's service. They identified two boxes (176 and 177) in Folkestone's Library. One relates to Leas Lift and the other to the Metropole and Sandgate lifts in Folkestone. From our meetings with them we learnt that:

• They work with the Turner Schools in Folkestone. They gave us the name of a key contact, Katie Tibbles, Senior Stakeholder and Community Engagement Manager.

Each of their staff has contacts with specific teachers. She then introduced us to Lynsey's replacement, Andrea Anderson who started in January 2023.

- During the summer they run the Summer Reading Challenge
- Whilst they have limited staff, they are more than willing to lend Leas Lift space. We
 discussed the opportunity for the Strange Cargo exhibition to be hosted in the
 Library and running pop-ups. They were happy to co-promote it but with over 100
 images produced this was not viable.
- Anna also reminded us of the groups which normally run in the Folkestone Library (Talk Time, Thursday II am to 12 pm and Baby Rhyme 10 am to 10.30) although they are taking a bit longer to get going again since the COVID-19 pandemic. The Library then shut due to water ingress.
- They could give a talk, based on their archival resources, and go into schools, but they would have to charge for this, given their current situation.



Figure 16: Folkestone Town Library

We kept in touch with the Library staff throughout the Development Phase and they came to our exhibition at Strange Cargo. Unfortunately the Library closed in December 2022 due to Health & Safety reasons and has not yet re-opened. We are keeping in touch as they start to plan how they are going to provide access to the Local History collection.

We visited **Touchbase Care's** day care centre in Tontine Street, Folkestone in autumn 2022 and met with Richard Martin, Deputy CEO. Touchbase supports people with physical disabilities, learning difficulties, neurodiversity, and sensory impairments. See https://www.touchbasecare.org/ for further information. Sixty-four people use their centre each week. Most people come for the whole day, on set days, with an average of 20 people per day. Their clients are all 18 years + and have a range of disabilities including brain injuries, and cerebral palsy. Some are wheelchair users. We learnt:

- They do not want specialist activities, but to be included in the general programme
- Some of their clients may be interested in becoming research volunteers. They are hoping to have a new IT suite which could facilitate this.
- We learnt that any activities would be supported by 4/6 staff and volunteers.
- They would be interested in working with an artist during the Delivery Phase

"We'd love to be involved, especially as disabled people are often under-represented in such projects and the lift will be a huge benefit to the accessibility of Folkestone for disabled people" (Jim Lockey, Funding & Compliance Manager).

Kent Coastal Volunteering, our partner during the Development Phase ran 3 information workshops 'ambassador recruitment events' about the planned 'Memories of

Leas Lift' project on 28th July, 8th August and 17th September 2022. The first two were held in the Folkestone Nepalese Community Centre and were attended by 16 members of the community, and representatives from the Folkestone Rainbow Centre, Touchbase Care, KCV Care Service and members of the public. The third was held at the Folkestone Town Museum. Mark Connerton showed clips of the Lift working and talked about the project. An estimated 25 people engaged in this way.

We learnt that:

- People really enjoyed watching the old film of the Lift operating.
- Older members of the Nepalese community are not able to get to the beach or have their annual BBQ as they are unable to manage the walk up the hill.
- There is quite a lot of misinformation about why the Lift closed.
- There was verbal interest in volunteering.
- People were interested in the art and reminiscence workshops (which Strange Cargo then ran).
- People want to be Ambassadors for the project; two young members of the Nepalese Community have already volunteered. They would like to meet other Ambassadors in a social setting.

All KCV's volunteer drivers and befriending volunteers in the Folkestone & Hythe area were sent information about the project. The mailing list has c.500 people on it and reaches over 250 local groups. KCV also contacted the following groups in person about the workshops with Strange Cargo.

- Age UK
- MIND
- United Response Community Network
- Mencap's 'Cuppas Group'
- Palm Deaf
- The Kent Association for the Blind
- The Wheelchair User's Group
- Folkestone Active Retirement Association
- Beacon Special Needs School and their Sixth Form College
- Sunflower House where Ukrainian Refugees are meeting.

Groups from Age UK, MIND, and the Beacon School then took part in workshops run by Strange Cargo.

The artist who was originally going to work with KCV to engage with users of the groups listed above dropped out of the project in July 2022. After a competitive tendering process Strange Cargo (https://www.strangecargo.org.uk/) won the commission to deliver the participatory arts workshops and exhibition. This led to a slight delay in our programme, but ultimately benefitted the project. We met with **Strange Cargo** at their base in Cheriton to

talk about their commission with Kent Coastal Volunteering. We learnt more about their work and networks and how we could use the participatory arts model to engage people whose voices are normally hidden. They planned to use the workshops to explore people's memories of Leas Lift and their aspirations for the future. They purchased light boxes to help people who had poor eyesight.

12 workshops were run:

- Four at the Cheriton Age UK base during the week of 10th October 2022. This included two with the Folkestone Cogs Dementia Group. A few people came back and took part on two mornings as they had enjoyed doing the activity so much.
- Two workshops at Touchbase's centre in Tontine Street in October as Strange Cargo do not currently have disabled toilets at their studio.
- Two workshops at the new Nepalese Community Centre on 18th and 27th October. Maha Rai, their Senior Project Co-ordinator & Centre Manager acted as interpreter.
- Two workshops at MIND.
- A double workshop for pupils at Beacon school.

We attended the end of a workshop at AgeUK and talked to a couple of participants who can remember going on the Leas Lift.

Brigitte Orasinski, Director of Strange Cargo who organised, and went to some of the workshops wrote, "We had plenty of conversations and collected nice snippets of Leas Lift memories, mostly just short anecdotes, but all very positive". She took photographs of participants, and the artwork, some of which are below.



Figure 17: Workshops with four of the groups who took part

Without exception, Strange Cargo had a great response to the workshops. Nearly everyone knew of and loved the Leas Lifts and had positive memories and were very pleased and genuinely excited that it was likely to reopen at some point. It was seen as important to Folkestone and many people were disgruntled that it had been allowed to deteriorate to the point where it had closed. Most people believed it was the Council's responsibility. Everyone had enjoyed the workshop and were pleased by the artworks they have produced; no one had worked in this way before. The photos which were supplied were of familiar locations which helped engage everyone in conversation about how lovely Folkestone is and what great outdoor spaces there are around the Leas Lift. There were conversations about the mechanism of the lift, who had worked there, who had used it over the years, and the large numbers of people that used to travel up and down in its heyday.

Some people mentioned that there are few public indoor spaces in bad weather and that a new café by the lift would be well used. Toilets kept coming up as a priority and that the Lift would need to be fully accessible.

Strange Cargo worked with the regular morning groups at AgeUK and with the Cogs dementia group. There was plenty of conversation at Age UK as everyone had been on the Leas Lift and agreed that it was an asset and missed it being open. Quite a few people were very elderly and had lived in Folkestone for a long time and they remembered the Leas Lift always being there. Most said when they were children, they would use it to get up from the beach to the town – walking down the steps to the beach but coming back up by Lift. It was

part of Folkestone life and was taken for granted, a bit like the bus service. Everyone missed it being open.

Lots of people talked about the noises it made and described the water mechanism and the sounds of the Lift. How creaky it was and even though everyone was familiar with using it, it was still exciting and a little scary to ride in, in a fun way. There was often a queue to get on and the lift operators were always chatty and helpful.

The smell of the lift was discussed, with wet beach towels and lots of children with wet hair in swimming costumes with small pebbles always on the floor from buckets and spades. There was crying babies and always lots of pushchairs and prams as this was the only way mums could access the beach with prams unless they had a long uphill walk.

Several people said it was important to have toilets, as there were no public toilets nearby, unless you walked right through the Coastal Park. Many older people would want to use the toilet before going for a walk and could not make it to the toilets at the end of the park. Quite a few people said that they liked the Harbour Arm, but it was not easy to get down there and they would use the Leas Lift to access the whole seafront if the Lift was working again.

People said that when it had been open before, it wasn't very expensive and was not seen as a novelty but was just a transport link and was a bit like buying a bus ticket. People thought it should be like this again when it reopens.

Many people said how much they liked the pop-up café in Leas Lift, and they hoped that it remains. Lots of people mentioned walking dogs along the beach and through the Coastal Park.

Quite a few people no longer drove, or no longer had a car of their own for health reasons and said it would be far too expensive to get a taxi down to the Coastal Park, which meant that they don't get a chance to visit. They would use the Lift if they could get a bus into town and then access the Leas Lift from the town centre near the bus station just off Sandgate Road.

Age UK Quotes:

"It's good to be able to reach the beach, as I have problems walking and the bus only goes as far as Tontine Street and it's too far to walk from there for me."

"I would like to sit in there and have a cup of tea and enjoy the view".

"Will there be toilets, as there's only one toilet which isn't very nice there at the moment"?

"I love looking at photos of the Leas Lift. I remember that there used to be the outdoor swimming pool there and my mother used to sometimes give us money to go back up on the Lift after swimming, that was a real treat not to have to walk up all the steps".

"I lived at the harbour and used to get on the Lift to go up to Folkestone town".

"I used to go on the lift to go to the Sunday market, I loved the market and the Rotunda, it's such a shame its gone as it used to be very busy".

"I used to spend a lot of time down on the beach with my daughter when she used to visit. She would bring her dog and we would walk it down on the lower road. We would have used the Lift to get up and down".

"I grew up in Sandgate and my father ran a sweet shop at the bottom on Sandgate Hill. Mr Smith lived in one of the small cottages behind our house and he worked in the pump room and on the lower site at the Leas Lift. I remember seeing him there as a young child. It must have been just after the second world war. My auntie knew the lady at the Toll House on Lower Sandgate Road, which is now a private house, but in those days that's where everyone had to pay to use the Lower Sandgate Road through there, but we always got through free of charge because of my auntie's friend wouldn't charge us".

There was limited conversation about the Leas Lift during workshops in the Nepalese Centre; the session was mostly activity based due to the language barrier, but all the older participants knew the Leas Lift and would use it again if it reopened. The younger members also knew of Leas Lift but had not been on it. We learned that the Nepalese elders love to walk, but many have knee problems and that walking up and down hills and steps is painful and problematic, so the Lift would give them access to the beach and lower Coastal Park area to walk and socialise in the fine weather.

A younger member of the Nepalese community, with a background in engineering said he thought it was important to preserve the Lift as it "shows a step in the history of travel technology" which is still working for today's generation. The community have emotional attachments to the Lift. It reminds some of them of the lifts in Nepal where they have winched cable cars and of personal experiences. One person's father was based at Shorncliffe Army Camp, and he used to clear the bushes around it. Someone else said, "I went on the Leas Lift on my first date with my wife, when there used to be amusements near the beach".

Most of Touchbase's clients had been on the lift and enjoyed it. They have a broad range of physical and mental health challenges. They would use it again if it was working.

"I think it is very important to preserve the Victorian engineering as it was like a living museum in action, something that's important not to lose and very exciting to see working

and how it can still be an active part of everyday

life"

"I always loved the view from the Leas Lift, on your way up the sea slowly appeared in view, and I always found it so beautiful to see"

A wheelchair user remembered regularly using the lift as a child and would use it again if it was open. They like the idea of having a café and toilet at the lower station.



Figure 16: Workshop at Touchbase, Tontine Street

Participants from the MIND groups were younger, aged 20 to 50. They discussed barriers, which included affordability, especially as they see this area of Folkestone being cut off due to the lack of public transport.

The groups from the Beacon school were years 6 and 10. A few of the older children had ridden on the Lift but they all knew about it and are looking forward to it opening.

In summary:

- Many people had seen the Harbour Arm and Coastal Park and would visit if they could as they all agreed they were a brilliant resource.
- Toilets are very important.
- It should be available for everyday use, like a bus service, part of daily travel.
- Older people said that as children, going on the lift was always fun and often a treat.
- It was always exciting, because it was so noisy and the view from the windows as the cars moved was always beautiful, even in the winter.

The Activity Planner and Strange Cargo discussed the purpose and format of the exhibition as we wanted to:

- Celebrate participant's work with their friends and family.
- Acknowledge participants in the exhibition.
- Raise awareness of the project.
- Showcase the creative output which could be incorporated into the Leas Lift design.
- Use the exhibition to stimulate further conversations and memories.

We agreed the exhibition would start at Strange Cargo and include:

A panel explaining the project.

- Participant's work and their feedback.
- Floor tiles which will be the creative output, inspired by participant's work. These will be produced in vinyl, and could then be produced in marmoleum, or similar material.
- VIP and public private views.

The exhibition was displayed in Strange Cargo's exhibition space from 3rd to 17th February 2023, alongside a display about the project. Organised groups from the Beacon School, Nepalese community and Touchbase visited the exhibition. A VIP event was organised for Friday 3rd February and the public was able to drop in 3 days a week for two weeks. A Facebook post about the exhibition reached 7,693 people. There were 137 reactions, 29 comments, 24 shares, and 177 clicks . 16 new followers were obtained.







Figure 17: Exhibition of work at Strange Cargo

370 people came to the exhibition, with nearly 100 attending the private view, including representatives from Visit Kent, Creative Folkestone, local councillors, and participants.

I am all about the Lift! Sitting in cafe now with best and utterly reliable coffee! And we went to Strange Cargo on Sat. Exhibition looks great, and your plans / their explanation are stunning" Vanessa Stone, Chair of Performing Arts, Creative Folkestone.

An unexpected outcome of the project has been the publication of six of the images which have been made into postcards. Two of these are work of children from the deaf unit. The Assistant Head Teacher said their families were 'beyond excited' about this.

At the exhibition, there was a feedback form/questionnaire that focused on collecting the public's opinions and suggestions on the project's plans and gauging their interest. Sixty-nine people completed the questionnaire. 51% were aged over 55 years, 15% were children or young adults (Aged 7-34) and 34%, 35-54 years. 81% had ridden on the Leas Lift, a little lower than in the 2020 survey. Most respondents (90%) were residents, living in CT18, CT19, CT20 and CT21 postcodes. The rest were visitors to Folkestone or former residents.

The public was asked their thoughts on the Leas Lift restoration project in terms of what they were excited and concerned about, and how the project could be improved. The key area of enthusiasm was having the lift in operation again (n=51). This was for a multitude of reasons including:

- Improving functionality and access (n=30);
- Restoring Folkestone's heritage (n=23)
- Boosting the tourist industry (n=11)
- General nostalgia (n=11).

Other aspects of the project people are excited about are:

- The café extension (n=8)
- Interest in learning about the Lift's history and inner workings (n=7)
- The community engagement programme (n=9)
- Effort the project has made to balance modernising the building while remaining focused on its history and authenticity (n=12).

The key concerns and questions raised about the project related to its funding and financial sustainability. Respondents are unsure:

- How the project will be funded, and by whom (n=8)
- About ticket prices how it will work, and will it be affordable and inclusive to be used by residents (n=12)
- About the long-term plan of the Lift's financial sustainability how is it going to avoid closure again/ guarantee a sustained flow of users and visitors to make it viable? (n=10)

Several people are concerned about the café and extension. Many spoke about how they currently liked the café and were worried that the new plans in terms of its external and internal design are "clinical" and "uninviting" (n=6). Further concerns regarded the outside space as being impractical (an unsafe clash with existing car parks and a preference for more green space within the plaza area), (n=8). Many also expressed their concerns that the café staff would be out of work during the refurbishments and would not be included in the new

plans for the café (n=3). These have/are being addressed as part of the design process and consultation with key stakeholders.

General question themes within the survey also included: the cost of lift rides and car park, location of the car park (will it cause disruption or block views), how often the lift will run, accessibility concerns, how the lift will be maintained, environmental sustainability, and the plans for the second unused lift track.

Individuals also raised practical concerns about: signage from Folkestone Stations, the Leas and Lift; wheelchair access internally and displays at the correct level; audio in the interpretation and braille; child-friendly information; need for a website about the project with regular updates; and promotion generally. These have been addressed in our plans and through the Levelling Up Grant the Council has received.

The public were also asked how interested they would be in each element of the three-year community engagement programme. Figure 18 shows there was considerable interest in all of them, but the talks and the Cliff Railway and Victorian themed festivals were the most popular event ideas, similar to the 2020 findings and feedback from a public consultation event in December in the Urban Room (described later in this section).

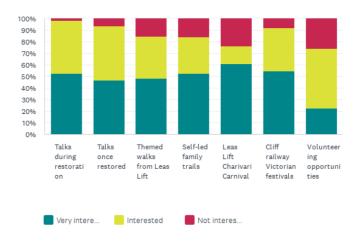


Figure 18: Interest in heritage engagement activities (N= 65)

The public consultation asked if people would be interested in volunteering to gauge potential future interest. 51% said they would be interested and 22.5% very interested. This is higher than in 2020.

The questionnaire then asked the public what they thought about the project's plans for telling the story of Leas Lift. 90% responded positively to the project:

- "It looks Brilliant. Can't wait to ride the lift again".
- "Historically accurate, stimulating and providing a good context for the project".
- "Excellent. The lift's history is as exciting as it is cultural".

The remaining 10% offered some feedback which focused on improving accessibility and inclusivity for children and those with accessibility needs. They suggested that interpretation design includes more audio-visual mixed-media formats, and that the history of Leas Lift "more engaging and interesting to an audience and not just giving out the facts". This is like the feedback from teachers who wanted more audio, and participants of the Strange Cargo project.

Furthermore, the public was asked about the areas of Leas Lift's History they were keen to gain to expand their knowledge on. Recurring themes included:

- The Lift's engineering and how it works (n=18)
- Interest in knowing more about how it was built and why (n=8)
- Who has ridden on Leas Lift? Who used the lift in the past and who was excluded? this relates to the Victorian/Edwardian period when The Leas was gated and not fully open to the public. And if anyone famous has visited and ridden Leas Lift (n=8)
- People are interested in the relationship between Leas Lift and Folkestone's tourism and leisure industry, specifically in relation to other leisure facilities such as the pier, bathing house, Rotunda, Leas Pavilion Theatre, and beach facilities (historic use management) (n=5)
- Links with World War I and World War II history in Folkestone (n=4)
- Documenting this project: its restoration and public opinion to be part of the Lift's history retelling (n=4)
- Worker's stories and accidents (n=4)
- Memories of the public to be recorded and used in exhibition, interpretation, and storytelling (n=4)
- History of its decline (n=3)
- Ticket costs over the years (n=2)

This resonated with the 2020 findings.

In summary, although this sample was quite small, and older than that in 2020, the findings were very similar.

Strange Cargo also proposed an idea to theme the **Charivari Street carnival**, Folkestone's Carnival in 2025 around Leas Lift. This is a well-established event which has run for 28 years and involves thousands of people. It parades along a route from The Old High Street, through The Lanterns, Sandgate Road, and West Terrace where it joins the

Leas footpath on its way to the bandstand, which is very close to the entrance to Leas Lift on The Leas.

Strange Cargo involve 24 primary schools and 6 secondary schools, c. 30 teachers and 600 children by running a costume masterclass for teachers at their studio each year. Teachers then take kits out into schools so the children can make their own costumes on the theme. They also involve disability groups, for example Touchbase Care and MIND. Training is provided to c. 10 artists to develop their skills. They can use the carnival to learn. Approximately 70% of the participants turn up on the day to parade. We know our partner schools normally involve at least one class in this event.

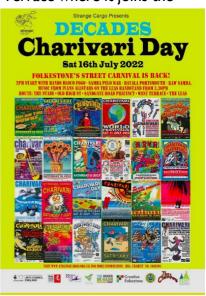


Figure 19: Poster promoting the last Carnival – Charivari Day

A music programme runs alongside with performances on the Folkestone Heritage Bandstand. Leas Lift would need to make some financial contribution towards this as the whole project is fundraised for each year. Contributors often include the Town, District and County Councils and Roger De Haan Charitable Trust.

Working with KCV has also resulted in some volunteer help. One of them shared with us some ideas for connecting with what he called the 'old Folkestone' people. Two other people were interested in research but one of the challenges has been supervising them and having time to manage them. We intend to reconnect when the Community Engagement Coordinator starts. This demonstrated the need at this point for paid staff to respond to the huge amount of enthusiasm in the community.

As a result of conversations with AgeUK's staff and volunteers, we were put in touch with the Deputy CEO of the **AgeUK Centre in Cheriton**, Rebecca McGuiness. She was familiar with the Lift, "When I was a child, I was always on it with my nan". We learnt that:

- They support anybody over 55 years.
- Their focus is health and wellbeing.
- They have c. 30 regulars who come to the day centre (10 am to 2 pm) they tend to be older.
- They use local taxis to help people travel to the day centre.
- Activities for younger people are organised in a range of locations.

- They have a contract with Kent County Council to deliver well-being activities. Their target is 183 new people each month up to 2024 when it may be renewed.
- She thought the project might appeal to some of their men who are involved with Men in Shed groups, and people engaging with them would be interested in walks, which would need to be of varying lengths as many people have health issues.

We approached Nikki Paine who runs **Ancestry and Heirs, a Kent based genealogy practice** offered to help with research during the 2020 consultation. She has undertaken some pro bono work to help us learn more about the people who designed and built Leas Lift. We shared some of her research at the Teacher's Focus Groups and asked if they would be interested in stories being developed from this.

On 2nd/ 3rd December a public consultation event at the Urban Room in Folkestone. This was widely advertised on social media with three posts asking people to come and share their memories and memorabilia they have at home. It also had coverage in the press. See https://www.kentonline.co.uk/folkestone/news/plan-to-fix-and-reopen-historic-lift-with-new-cafe-extension-278193/. The displays ACME produced are shown in Figure 21. This is what we then recycled to display alongside the Strange Cargo Exhibition.



Figure 21: Displays in the Urban Room which was part of a public consultation on 2nd/ 3rd December 2022

At least 80 people went through the exhibition including a teenager. Twenty-three people completed questionnaires. Half were aged 25 to 54 years and half over 55 years – an older demographic than those at the Strange Cargo exhibition. All but one person had ridden on the Lift. They were local, living in CT18, CT19, CT20 and CT21 postcodes.

They were excited by the opportunity for it to operate again and the café. One lady first started riding on it in 1961. She said, Leas Lift "is an emblem of Folkestone". Another person said she was excited to take her grandchildren on it.

We asked people what three things they would like to know about Leas Lift. We learnt that:

- People interested in local history would like tours to learn more about the engineering and how the Lift works.
- People are interested in knowing more about how it was built, what it is made of, and how much it cost to build.
- Who used the Lift in the past and who was excluded this relates to the Victorian/Edwardian period when The Leas was gated and not fully open to the public.
- Links with World War I and World War II history in Folkestone.
- The other cliff lifts in Folkestone.
- Who has ridden on Leas Lift.

We also tested some of the original heritage engagement ideas. As Table 6 below shows amongst this audience, which included many heritage enthusiasts talks by the professional team were very welcomed. They were less interested in the more popular events such as Charivari.

•	VERY INTERESTED	INTERESTED ▼	NOT INTERESTED	TOTAL ▼
▼ Talks by the project team during the restoration	77.27% 17	22.73% 5	0.00%	22
▼ Talks by experts once the building is restored	61.90% 13	33.33% 7	4.76%	21
▼ Themed walks from Leas Lift	57.14% 12	23.81% 5	19.05% 4	21
▼ Self-led trails for adults and children	40.00%	50.00% 10	10.00% 2	20
▼ A Leas Lift themed Charivari Carnival	33.33% 7	33.33% 7	33.33% 7	21
▼ Special events e.g. Cliff railway or Victorian themed festival	60.00% 12	30.00% 6	10.00% 2	20
▼ Volunteering opportunities	27.27% 6	50.00% 11	22.73% 5	22

Table 6: Interest in heritage engagement activities

A young woman, whose brother is a wheelchair user was struck by our plans for accessibility. She said, "seems like you're considering wheelchair users. Very, very important to include them in any user testing and walk through plans so you are fully accessible".

At the suggestion of Darran Cowd at Folkestone Town Museum, we reached out to Rebecca Tranckle, Manager of the Skills Hub and Health Hub at the **Discovery Park in Sandwich** to see if there are opportunities for collaboration e.g. STEM Ambassadors to be involved as volunteers and/or in the development of interactives and resources to support learning and outreach work. This helped link us into the Nuffield Research Placement programme and Engineering School at Canterbury Christ Church University, which ultimately led us to the Head of Engineering, who we have subsequently developed a project with.

We reached out to local secondary schools, colleges and universities through career's teams, programme leaders and contacts in Architecture Departments. Despite several attempts to reach staff teaching subjects such as tourism and careers coordinators at universities and secondary schools we came to a dead-end. However, we did have positive discussions with staff from:

- The University of Kent's Employability Team
- Anne Nortcliffe, Head of Engineering, Technology and Canterbury Christ Church University (CCCU)
- Lydia Ahern, Southeast Co-Ordinator, Nuffield Research Placements, The Stem Hub
 Nuffield Research Placements provide opportunities to highly able, disadvantaged
 Year 12 students (aged 16/17) to work for two weeks alongside a supervisor on a research project.
- The Head of Folkestone College, part of the East Folkestone Group

Those above, were extremely enthusiastic about the project and at this point we have built our plans for developing awareness of heritage skills and practical placements, visits, and student projects with them. The plan is to try again with the local secondary schools and academies once the project is in delivery to expand opportunities.

In Section 2.9 we highlighted levels of engagement with our **online Memories Project**. We originally planned to do this face to face before Christmas, but the Strange Cargo project grew and was so successful we did not want to create confusion. We used this online project to reach out more broadly, as in 2020 and to find out if there were more people who could be involved in the oral history project as we had found people have 'snippets' of information but fewer deeper stories. We planned to use the Friends of Leas Lift Facebook and Instagram platforms posts where the Lift has a good following. Ten posts were designed, two to be released weekly, across April/May 2023. Here we have reported on eight of the ten as the last two will go out afterwards.

The aims of the campaign were to:

- Gauge public interest and willingness to participate in a memory project relating to Leas Lift
- Engage the public with the project and provide a space to reminisce

• Use the posts as a 'call to action' to prompt individuals in the community to get involved with the project, such as in oral history, sharing objects and memorabilia, and volunteering.

The posts' topics and content were developed in response to the aims and themes of the project's activity and interpretation plans:

- To communicate Leas Lift's history and significance, its memorialisation in public memory and popular culture, and how the lift operates.
- Public interest in why and how Leas Lift was built, how Leas Lift works, and Leas Lift's Links to Folkestone's legacy as a seaside tourist destination.
- Public recollection of the sensory environment travelling on Leas Lift.

These themes were then linked in with a call to action to scope out potential oral history participants and general volunteers, the existence of object and memorabilia relating to Leas Lift, and community reminiscence. Target audiences were:

- Individuals or families of individuals who were lift drivers, volunteers or anyone who worked at Leas Lift.
- Individuals or families of individuals involved in the design, build or work on Leas Lift or for the Folkestone Pier & Lift Company.
- General Public who wanted to share their memories of travelling on Leas Lift.

The posts focused on communicating this call to action while sharing an engaging piece of Leas Lift's History relating to these content themes e.g.

- Post I: An introduction to Leas lift, its significance, and the project with a general call for memories and objects.
- Post 2: Facts about the lift and the construction of the extra track with a call for memories of any workers on Leas Lift and its construction.
- Post 3: Popularity of Leas Lift and Folkestone seaside tourism with a call for memories and objects relating to travelling on Leas lift and seaside day out.
- Post 9: Leas Lift in popular culture and film with a call for memories relating to Leas Lift and Folkestone on Film/TV.

Successes from the campaign so far are:

- A female lift driver reached out to us, wanting to get involved and share her story. She
 was not known before this campaign, and we also didn't know there were any female lift
 drivers before this point.
- Lovely memories being shared in the comments providing a space for the public to reminisce, raise awareness and excitement for the project and provide further encouragement to get in contact to get involved in the oral history project.
- An increase in page traffic and page followers

 We found out that Leas Lift had been in Moon and Son, Minder, Stay Lucky Series 3 and Terry and June, as well as Darling Buds of May.

Figure 22 below is a summary of some of the responses we have received. Each person was responded to thanking them for their contribution. Somebody mentioned their Grandfather, Arthur Moon, who drove the Lift in the 19702.



Figure 22: A selection of feedback from the posts showing likes, shares and photographs people posted

We also learnt lessons which we have highlighted in our Development Evaluation Report.

We have also spoken to Leas Lift Pavillion about their Memories project, Kent Refugee Action Network (KRAN) to talk to them about opportunities for the young, unaccompanied young people they support to obtain work experience but we did not receive a response from them. Through the public consultation we also spoke to people involved in all the local history societies. The Trustees have also been consulting with representatives of the Local Council and organisation such as Saga through their own networks.

See Appendix A for a full list of consultees. Reports on the Strange Cargo project, survey undertaken with people who visited it, surveys distributed at the Urban Room and our online memories project are available on request.

2.11.3 What we have learnt from other projects

We reached out to professionals to learn more about their projects to learn lessons. We consulted with **Chris Copp, Collections Manager, Archives & Heritage at Staffordshire Record Office**. He is currently leading on the Activities Plan for their Lottery project in Stafford and has experience of collecting digital material from the community. They have had funding from TNA Digital Innovation Fund and have undertaken several of pilots including the involvement of a storyteller. They call these "Digi Drop Ins". We learnt more about the practicalities of collecting in the community which have led to the following learning points:

- The team need to consider buying a laptop, high quality portable scanner (they would recommend Epson scanners which can scan A4+), buy a case so it can be taken out into the community and a SLR camera. Purchase a wide-angle lens which can capture small objects. They have a Cannon EOS, which cost about £2,200 with a 25-75 mm lens.
- A pop-up banner(s) is useful to explain and provide a timeframe for the project. They also took out a small box of objects to engage people
- Two/three people are required at the event, one to scan, one to talk to people and a third to provide cover for breaks.
- By involving a storyteller, it is possible to capture stories from people at the same time. He created poems from their stories, and these were made into postcards. He also read them, and the stories were shared on social media.
- Saturdays are a good day, 10 am to 4 pm to give people time to go home and bring things back. At one event they scanned 1,000 items. In the Park's education room, they saw 20 people, but it reached a new audience.
- Local history groups helped them.
- Ensure you have formal loan forms and permission forms.
- Do not feel pressurized to take items, you can always photograph objects and get back to people
- If people want to tell you more, can ask them to write down what they can tell you
 about something, and provide contact details so you can decide if an oral history
 would be useful.

We spoke to Hamish MacGillivray, a freelance curator about a project at **Highdown.** This was a reminder of how much time it takes to build up a strong volunteer corps and how to manage volunteers undertaking research to obtain the information you need whilst fulfilling their needs. This has influenced ambitions and engagement numbers.

We reached out to the Project Manager of **Severn Valley Railway** to learn more about their interpretation, recruitment, and involvement of volunteers. Lessons learnt for any volunteer research project are:

- Be specific about what content you need.
- Allow sufficient time to do the research.
- Any co-curation project also needs a budget for professional production. This was reiterated by Strange Cargo during their interview and has proven to be true.

Lessons learnt relating to the interpretation can be found in that document, appended to the RIBA 3 Interpretation Scheme produced by Studio Eger.

We also draw on recent consultation from a project with the **Royal Hospital Chelsea**, home of the Chelsea Pensioners, HRP's guide to heritage activities with people living with dementia and consultation with experienced practitioners, all of whom had a decade of experience running dementia programmes ²⁷. We consulted with them to obtain advice on setting up programmes for people living with dementia and their carers. Invaluable advice and learning from that project which is relevant to reaching out to older people in Folkestone includes:

- Groups should be kept small, welcomed, and escorted; and treated like VIPs. Minimise
 walking and try to keep activities in one space. Try not to pack too much in as it will be
 over-whelming.
- Ensure all activities are multi-sensory as smell, texture, taste can trigger long-term memory and are powerful.
- An afternoon starting with refreshments and conversation, followed by singing provided respiratory benefits for participants (some of whom are living with dementia), self-confidence, empowerment, social interaction, and opportunities for reminiscence.
- Reminiscence sessions, using a variety of objects such as ration books to elicit
 memories and smells and taste on their closed dementia ward demonstrated benefits
 such as confidence building, engaging in conversation addressing boredom, depression
 and preserving family stories.
- Whilst people with dementia have poor short-term memory they are still interested in learning.
- Inter-generational projects work well.
- Non-verbal people still demonstrate excitement around objects. People "will take that feeling away with them...feeling endures, even if factual memory may or may not".
- Try to give people something to take home e.g., pictures, postcards, fact sheet to encourage conversation after the visit.
- All staff will require training.

Other projects have found memory cafes are useful. As well as reminiscence activities they can provide talks, information, activities, advice, and group support for people in the early stages of dementia and their carers. Safer walking services in partnership with the Police and

²⁷ (i) Molly Bretton, Head of Families, Access & Schools, Royal Academy of Arts, (ii) Sarah Fairbairn, Community Partnerships Producer, Historic Royal Palaces and (iii) Heather Thomas, Head of Learning & Engagement, The Lightbox, Woking

Buddies where people are at risk of getting lost or confused are also interesting as Leas Lift is a mode of transport.

On the same project we learnt how to set up a successful oral history project. We met Jonathan Byrne, Oral History Officer, **Bletchley Park Trust** who provided useful documentation and practical advice which this project can also learnt from. See Figure 23 for panels resulting in their exhibition.





Figure 23: Examples of how oral histories fed into the interpretation at Bletchley

We also looked at online case studies. For example, the Science Museum's experience of working with families and the lessons drawn from the evaluation ²⁸, and resources they have developed for young people studying engineering ²⁹. From this we were inspired to think about creating a piece of theatre with key individuals such as the engineer and Architect talking about the challenges on the opening day in 1885. We hope this can feed into our touring puppet show.

Building models to develop young people's scientific literacy through activities and resources:

- Raising awareness of skills used and developed through engineering
- Highlighting applications of engineering in everyday life
- Introducing different types of engineers
- Providing opportunities for young people to promote the relevance of engineering in their lives and communities
- To think more deeply about climate change

²⁸ https://learning.sciencemuseumgroup.org.uk/wp-content/uploads/2021/06/Sharing-our-experience-Engaging-Families.pdf

²⁹ https://learning.sciencemuseumgroup.org.uk/resources/engineer-your-future-teachers-resource-pack/

2.12 Barriers to engagement

The market analysis and consultation has identified barriers that might prevent the public from visiting Leas Lift These are detailed below with proposed actions to overcome them which have then fed through into the Activity Plan.

Barriers	Proposed actions to overcome them
I. Physical barriers	•
Adults and children with mobility difficulties, and a variety of physical	Re-open the Lift
disabilities are unable to easily access the beach, or coastal path as there is no	Form an Access Advisory group
public transport in this area	Work with AgeUK and care homes and offer tours on the Lift when it is quieter
	Ensure films have audio captions
	Work with the Beacon School to develop materials e.g. using Makaton, a social stories, test design, interpretation with them
	Designs enable wheelchair access to both cars at the upper and lower stations
	New disabled toilet within the Lower Lift Station
	Designs have provided step free access at top and bottom stations. Turning circles have been considered throughout the footprint.
	The council have applied for funding for a Changing Places Toilet which will be situated this side of the Coastal Park – unfortunately we could not fit our own toilet into the footprint, despite best efforts.
Age & health related barriers Poor mobility, hearing, eyesight, socially isolated due to bereavements – can no longer go out alone, or walk down to the	Work with gatekeepers e.g., Age UK, care homes so vulnerable people can ride on the Lift in groups at quiet times
beach Nepalese elders cannot navigate the path	Re-open Leas Lift - Step free access will enable people with mobility difficulties or wheelchair users' access to the cars and stations
to the beach, or coastal path which means they cannot go out in family groups	Organise a trip with a coach from the Nepalese Centre and taxis from AgeUK so participants can visit
Inadequate facilities for schools and groups in the Lower Station	Partner with Folkestone Museum to deliver joint programme, with workshops using their learning room.

Barriers	Proposed actions to overcome them
	Ensure groups have some activities in the Lower Lift
	and an interactive model which shows children how it
	lifts. Family trail integrated into the interpretation.
	mest running than mesgrates into the mest protection.
	Three toilets in the Lower Lift station.
	Handling collection which can got out to school.
	Could be a follow up to a visit on site.
	Develop 4 teachers' resources packs.
	Puppet show will tour to schools.
	Community Engagement Coordinator
Limited space for volunteers and people	Only one placement at a time, some virtual working if
undertaking work experience	desk-based research.
3 1	
	What was going to be a café staff room will now be
	used by volunteers and all staff. Plans to use cabins at
	the Upper Station to extend space for staff and
	volunteers.
Places which are not dementia friendly	Encourage people to come at quiet times
prevent people bringing these members	
of their family	Provide social story on website
	Work with AgeUK Cogs Dementia Group. Invite
	organiser onto the Access Advisory Group.
2. Intellectual barriers	Proposed actions to overcome them
Language – residents and visitors do not	The Nepalese community use Google translate and
speak English as first language.	do not require bi-lingual signs. They speak different
speak English as mist language.	dialects.
Visit Kent's research suggests some	dialects.
German and French visitors require bi-	Recruit volunteers who can speak French and
lingual tour guides	German.
0 0 0 2	
	Translate key information on the website.
People are unaware of the significance of	,
	Interpretation, tours, and talks
the Lifts	Interpretation, tours, and talks
•	·
•	Interpretation, tours, and talks Use social media to raise awareness of how significant the Lift is
•	Use social media to raise awareness of how significant
the Lifts	Use social media to raise awareness of how significant the Lift is
•	Use social media to raise awareness of how significant
the Lifts 3. Organisational and attitudinal	Use social media to raise awareness of how significant the Lift is
3. Organisational and attitudinal barriers	Use social media to raise awareness of how significant the Lift is Proposed actions to overcome them
3. Organisational and attitudinal barriers AgeUK clients often had to give up	Use social media to raise awareness of how significant the Lift is Proposed actions to overcome them Provide taxis from Cheriton AgeUK base for visits for
3. Organisational and attitudinal barriers AgeUK clients often had to give up	Use social media to raise awareness of how significant the Lift is Proposed actions to overcome them Provide taxis from Cheriton AgeUK base for visits for
3. Organisational and attitudinal barriers AgeUK clients often had to give up driving so now isolated	Use social media to raise awareness of how significant the Lift is Proposed actions to overcome them Provide taxis from Cheriton AgeUK base for visits for this group
3. Organisational and attitudinal barriers AgeUK clients often had to give up driving so now isolated Parents of disabled children do not have	Use social media to raise awareness of how significant the Lift is Proposed actions to overcome them Provide taxis from Cheriton AgeUK base for visits for this group If Beacon pupils visit the Lift with their school it will

Barriers	Proposed actions to overcome them
People cannot afford to travel on Leas Lift	Working with primary schools in Folkestone which have eFSM above the national average to ensure that children can ride on the Lift
	Have concession prices for senior citizens
	Carers of people who are registered disabled have free entry
Children at primary school have not ridden on the Lift	Awareness raising projects in school during 2024
	Schools where high pupil premium are given free trips during testing phase prior to big launch
Schools need shelter during school visits	Develop school trips in partnership with the Folkestone Museum so 'wet weather' option

Table 7: Barriers to visiting, learning and participation

3 SECTION THREE: EXTENDING & BUILDING AUDIENCES & PARTNERSHIPS

3.1 Introduction

The strategic context and learning from the market analysis, consultation and comparators has directly informed this section of the Activity Plan. Section 3.2 summarises the core and priority audiences. Section 3.3 looks at the principles behind the plan and 3.4 maps out the different phases. Section 3.5 summaries the activities we have planned in response to the consultation and research. This is then developed in the Action Plan.

The overall approach to audience development has been developed around Ansoff's matrix. The intention is to:

- Draw back people who used to ride the Lift whose focus is on using it for transport. This is low risk and low cost engaging past visitors.
- Engage past audiences with the new interpretation and programme of heritage activities e.g., walks, tours, and talks. This is also low risk given how much enthusiasm we have seen for the Lift.
- Attract new audiences to ride on the Lift and with heritage activities. This is medium
 risk as they do not have memories or nostalgic motivations but are the types of
 people who engage with similar activities
- Involving new people who have not engaged with the Lift before, or possibly heritage is the highest risk and most resource intensive. This will need ambassadors, cocurated approaches and start in the community, potentially culminating in a trip on the Lift. The Activity Plan has focused on this group.

In Section 3.3 we have presented the principals behind this approach.

3.2 Core and priority audiences

The following visitor segments have been identified in response to the research and consultation. A combination of geographic and behavioural segmentation has been used based on their motivations and benefits they will be seeking.

Core audiences are:

- Residents of Folkestone and Hythe District Council
- Adult special interest and leisure groups within a 60-minute catchment
- Day-trippers to Folkestone from within a 90-minute catchment

- Domestic tourists staying in serviced and non-serviced accommodation in Folkestone or visiting friends and relatives
- Virtual visitors who will access information via the website.

Priority audiences, who will be engaged through the Activity Plan are:

- Residents who have physical and learning disabilities, long term illness or financial barriers preventing them from independently accessing Leas Lift
- Children at primary Schools in Folkestone with a higher than average eligibility for free school meals
- Young people (18 to 24 years) studying in Folkestone and at local colleges and Universities in the south-east.

These audiences have not changed, but we refined the way we describe priority audiences, to simplify it for readers. They are described in more detail in Table 7 below, along with the size of each segment.

VISITOR SEGMENT	MOTIVATIONS	BENEFITS SOUGHT	PRIORITY SEGMENT FOR:
Residents of Folkestone and Hythe District Council There are 109,800 residents We will engage with our priority audiences — residents with disabilities, illness or who face other barriers through facilitated heritage engagement activities	 Mode of transport Social (both visit & volunteering) Entertainment – something different to do Nostalgia Learning for themselves & others Give back to the community Fulfil personal interest in the funicular railway Obtain experience in the heritage sector 	 Transport up/down to the beach Focus/ back drop as a place to meet, take VFRs, children at w/e and during holidays Revisiting place visited as a child, with own children Festival/ events Learn more about the engineering Different venue to hire for birthday, wedding, party Volunteering - social, or career motives 	 Ride in the car Interpretation Café Hires Volunteering Fundraising Audience development projects around Memories, walks, tours, touring puppet show Charivari – as participants and spectators Events e.g. Easer, Christmas, Cliff Railway Day Access Advisory Group
Primary Schools within Folkestone and Hythe DC	 Learning about Victorian and Edwardian history of Folkestone STEM learning 	 Project work during development/ delivery of NLHF grant Resources & marketing materials directly linked 	 Fully accessible site, including toilets Ride in the car

VISITOR SEGMENT	MOTIVATIONS	BENEFITS SOUGHT	PRIORITY SEGMENT FOR:
Partner schools in 2024/25 are: Castle Hill School St Eanswythe's Mundella School Beacon School pupils are aged up to 16 but some are working at primary level. They have Profound and complex needs and are the fourth partner school Combined, they have c. 1,200 pupils on their school roll	 Supporting geography curriculum Supporting teaching of sustainability 	to the National Curriculum Experiential learning e.g., ride, hands-on workshops Access to, and talks from professionals to support careers teaching in school Easily accessible parking Place to eat lunch safely Free pre-visits for teachers Accessible to children in wheelchairs Accessible toilets Materials in formats accessible to children with profound and complex needs	 Interpretation that is interactive and has audio Resources / workshops/ shows being created through the Activity Plan – puppet show, trails, walks, school packs, loans box, Charivari project as participants and spectators Teacher Advisory Group Youth Advisory Group Access Advisory Group Group
Young people (18 to 24 years) studying in Folkestone and at local colleges and Universities in the south-east We will initially work with Folkestone College, Canterbury Christ Church University, and the University of Kent	 Learning Skills development 	 Recognised training and/or work experience Flexible work experience that complements and fits with courses Projects linked to university courses References 	 Apprenticeship, internship, work experience Trips linked to their courses Project work – involving them in the creation of resources for others Youth Advisory Group Access Advisory Group
Adult Special interest and leisure groups within a 60	 Social Entertainment/ novelty Learning about the lift 	Guided tour / talk and behind the scenes insights more than the public offer	 Ride in the car Tours/talks/ behind the scenes Café

VISITOR SEGMENT	MOTIVATIONS	BENEFITS SOUGHT	PRIORITY SEGMENT FOR:
minute catchment Local history groups, Wls, U3A, walking groups, groups interested in railways		 Opportunity to have coffee/ cake and or tea Coach parking Toilets 	 Volunteer recruitment Special events
Day-trippers to Folkestone from within a 90 minute catchment Domestic tourists staying in serviced and non-serviced accommodation in Folkestone and with VFRs See Section 4.4.3 in the Business Plan for size of market	 Mode of transport Entertainment Learning Nostalgia Learning for themselves & others 	 Transport up/down to the beach Focus/ back drop as a place to meet, take VFRs, children at w/e and during holidays Revisiting place visited as a child, with own children Festival/ events Learn more about the engineering Different venue to hire for birthday, wedding, party Volunteering - social, or career motives 	 Ride in the car Interpretation Café Events e.g. Cliff Railway Day, Steam Punk events, Christmas, Heritage Open Weekends
Virtual visitors Social media followers, visitors to the website, and YouTube	To learn more about Leas Lift	 Digital information because: They want to learn more Are unable to travel to Folkestone Financial barriers 	Interpretation on the websiteVirtual hard hat tours

Table 7: Summary of audiences, their motivations, what they are seeking and who they may be a priority audience for

3.3 Principles behind the planned approach

The following principles support the project's vision and aims underpin the programme of activities, volunteering, and training in the Activity Plan

- To raise awareness and understanding of the local and national significance of Leas Lift
- To support the interpretation by providing deeper layers of information
- To give people personal choice by ensuring information and activities are inclusive
- To focus community engagement projects where adults and children will benefit most
- Work collaboratively with partners
- Provide opportunities for young people to learn more about heritage and develop knowledge and skills which makes them more employable
- Involve people in the development of the programme as part of placemaking
- Provide a range of volunteering opportunities to involve a wide range of people

Value for money and sustainability of the programme beyond the National Lottery Heritage Fund's grant is essential. This will be achieved by:

- Piloting and evaluating activities to ensure viability and value for money
- Asking for donations where appropriate
- Retaining the Community Engagement Coordinator role at 0.5 FTE after the Heritage Fund project ends.

3.4 Summary of activities, volunteering, and training by phase

The Activity Plan has been built around the capital programme and the spaces and staff which Leas Lift will have at its disposal. There are two phases. Phase one will coincide with the first 18 months after permission to start when the design team will be developing RIBA 4 designs, procuring the main contract, and undertaking restoration works, fit out and testing Leas Lift for public use. Most activities will take place in the community. Phase Two coincides with the full public opening of the Lift in April 2025.

During Phase I the focus is on research projects and advisory groups to inform the interpretation and designs. The purpose of the school and community outreach projects and public programme are to raise awareness, provide learning and wellbeing outcomes and a sense of ownership, contributing to place making. The purpose of the heritage skills

programme is to raise awareness of heritage skills to children and young people and provide a range of talks, work experience and training opportunities in their local community.

In the second phase the focus is on maintaining relationships with the organisations which the CIO has worked with during the development phase and restoration and building new audiences. The schools' programme will be rolled, out providing resources that meet the needs of the National Curriculum. Events will aim to draw more and different audiences, especially in 2026 once it is in Year 2. Different types of heritage skills opportunities which are more customer focused will be rolled out.

The activities are described in more detail in Table 8 and the Action Plan. They have been split across the two phases and by the six types of activities:

- I. Research projects
- 2. Advisory groups
- 3. School projects
- 4. Community outreach projects
- 5. Public Programme
- 6. Heritage Skills

Delivery programme	Staff, resources, and focus
Phase I: November 2023 to I Ith April 2025 Community Engagement Coordinator in post Ist January 2024 RIBA 4 to April 2024 RIBA 5 – construction starts I2th June 2024 Construction continues to 25th	 Permission to start Recruitment of Community Engagement Coordinator (Jan 2024) Marketing & Events Officer (Nov 2024) Apprenticeship (main contract) Research, oral history training and project, memory café - to inform interpretation in Lower Lift and other interpretative materials Formation of Youth, Teacher and Advisory Groups Assemblies in schools and contributions to careers talks
March 2025 Staff training from 28th March 2025 Final handover (2nd April 2025) Soft opening (3rd to 11th April)	 Commissioning of Leas Lift Puppet Show, and tour to schools and care homes Projects with partner schools to develop resources e.g. CCCU students work with Mundella and Beacon pupils to develop a working model of Leas Lift Contributions to Mundella's local history week Co-curation of Community case in Folkestone Town Museum with partner school Development of time capsule with partner school

Delivery programme	Staff, resources, and focus
	 Charivari workshops to develop costumes for Leas Lift Charivari in operational phase VIP visits for schools/partners during soft opening Hard hat tours during restoration programme Programme of public tours, talks, in person and online Health and wellbeing workshops for people who face barriers due to isolation, mental health illness, old age Heritage skills programme –projects with Canterbury Christ Church University, Folkestone College Volunteering focused on research, oral histories, supporting school/partner projects
Phase 2: April 2025 (grand opening) to December 2026 Grand opening 12th April 2025 Charivari – mid July 2025 Schools' programme summer term 2025 and academic year 2025/26	 Charivari – Folkestone's Carnival, themed around Leas Lift (mid-July 2025) Continuation of Advisory groups Continuation of projects with Mundella School to contribute to their themed weeks and careers projects e.g. sustainability week (2025) Launch of school programme rolled out beyond priority schools from opening, including INSET days Development of resources such as a social story once restoration taken place and filming can occur Roll out public programme of heritage walks, family walks, community exhibitions in the café Roll out programme of events e.g. Cliff Railway Day, Easter/ Halloween/ Christmas at Leas Lift I year sandwich year placement with the University of Kent Work experience opportunities in heritage operations New volunteering opportunities rolled out e.g., front of house, evaluation, maintenance of the building

Table 8: Two phases of the Activity Plan and core activities

3.5 Organisation and Management for delivery

3.5.1 Staffing of the Activity Plan

The Community Engagement Coordinator will be appointed in January 2024, as they will be building an audience and recruiting volunteers. Their salary is being requested for 3 years (2024, 2025 and 2026) as part of the Activity costs, and the Marketing & Events Officer from Nov 2024 to December 2026. Table 11 summarises their key responsibilities and mirrors the staffing plan in Section 10.5.1 of the Business Plan.

A detailed role description for the Community Engagement Coordinator can be found in Appendix C of this document. The Marketing & Events Officer role description is in the Business Plan along with the other staff role descriptions.

On completion of the project this role will become 0.5 FTE and may be renamed e.g., Volunteer and Community Engagement Coordinator.

3.5.2 Volunteering roles

Volunteering connects people, provides learning opportunities and enjoyment of giving back. The project set out to provide a volunteering opportunities to involve a wide range of people as we knew from our public consultation people were interested in helping in different ways, from providing BSL tours, to undertaking genealogy research to providing H&S advice. We know that some volunteers will have social motives, some altruistic and others will be 'career volunteers', looking to obtain experience to enhance their career prospects. This showed there is a whole range of skills in the community to draw upon. The Development Phase has shown that people still want to help. In our survey at the Strange Cargo exhibition (n=69), 22.5% of people said they were very interested in volunteering and 51% interested. We know Touchbase's clients and the Nepalese community are also interested.

The key volunteer roles which have been identified at this point as part of this project are:

- Oral history volunteers
- Research volunteers (research to inform interpretation and trails)
- Event volunteers
- Front of house volunteers
- Tour guides/learning volunteers
- Maintenance and garden volunteers
- Marketing/ evaluation

Trustees

Please see Appendix D for detailed role descriptions for each of these volunteering positions and text to be uploaded onto the volunteering section of the website.

3.5.3 Volunteer recruitment and targets

Targets for volunteer recruitment are shown on the following page in Table 9. We have included members of the Advisory Groups within our participant targets, not as volunteers.

The recruitment strategy is to promote volunteering:

- Opportunities in the previous section on the new website. See Appendix D for roles and potential text.
- Through social media campaigns.
- By advertising roles on Kent Coastal Volunteering's website
- Through partners e.g. University of Kent, CCCU, Folkestone College, Nepalese Centre, AgeUK and Touchbase, KCV volunteers. For young people micro volunteering opportunities are often most effective. Research volunteers are often involved in local history groups so we will promote these opportunities through our links in these organisations.
- Through the STEM Ambassadors programme
- By producing short videos of volunteers talking about their experiences and showing them volunteering at the Lift
- Working with Saga, a local employer through their Corporate Social Responsibility programme
- Networking with Shepway Sports Trust who may have potential walk leaders
- Talking to Men's Sheds in the Area to see if they would like to get involved as garden and maintenance volunteers
- Linking in with local GPS to see if they are involved in social prescribing schemes
- Talking to Duke of Edinburgh coordinators.
- Word of mouth. Volunteers will share their experiences within their networks and communities.
- On our noticeboard in the café.
- Volunteer open days, with clear advertising and an easy sign up process on-site.

Further details and budgets for marketing campaigns can be found in the Marketing Plan in Section 12.4 of the Business Plan.

	<u>Yr I -</u> 2024	-	<u>Yr 2 -</u> <u>2025</u>	_	<u>Yr 3</u> 2026		Total vol	Total hrs	Total value
Volunteers	No of vol.	Hrs given	No of vol.	Hrs given	No of vol.	Hrs given			at £20/hr
Oral history project	5	50	0	0	0	0	5	50	£1,000
Research group Memory café & drops at	5	50	3	10	0	0	8	60	£1,200
library/museum	3	18	0	0	0	0	3	18	£360
Touring puppet show performance Development of heritage walks	2	72	0	0	0	0	2	72	£1,440
(research vol) School trips throughout project incl	2	20	2	20	0	0	4	40	£800
outreach Front of house/ Heritage walk	2	12	8	24	8	24	18	60	£1,200
leaders	0	0	4	12	8	144	12	156	3120
Event volunteers	3	6	5	10	7	42	15	58	1160
Evaluation volunteers	0	0	2	12	3	36	5	48	960
Maintenance/garden volunteers	0	0	3	9	5	30	8	39	780
Trustee contributions	П	550	11	550	11	550	33	1,650	33,000
	33	778	38	647	42	826	113	2251	£45,020

Table 9: Summary of volunteers, projected hours, and value of volunteering during the project (at standard rate of £20/hour)

£3,680 has been allocated under the budget, Travel, and expenses for volunteers. This is for travel, subsistence, refreshments and thank you events. Costs of running the advisory groups are also in this budget.

3.5.4 Management of volunteers

An organisational chart for the project can be found in Section 9.5 of the Business Plan (p.62). This shows most of the paid members of staff being responsible for managing volunteers.

- The Community Engagement Coordinator will be responsible for:
 - Developing the volunteer handbook, policy, procedures and updating the CIO's safeguarding policy.
 - Recruiting volunteers ensuring role descriptions are on the website and working with the Marketing & Events Officer to run advertising campaigns.
 The rest of the team will support with talks to partners e.g. the CEO talking to Saga's leadership.
 - Inducting volunteers.
 - o Ensuring volunteers have the right training
 - o Reimbursement of expenses, supported by the Finance Officer.
 - Managing research and oral history volunteers during phase I, and the Tour guides/learning volunteers during phase 2 (post opening).
 - o Organising a volunteer survey.
- The Marketing & Events Officer will be responsible for managing Event, Marketing and Evaluation volunteers
- Front of House and Maintenance and Garden volunteers will be managed by the Commercial and Operations Manager.

3.5.5 Staff and volunteer training

A detailed programme of the types of volunteer and staff training which will be required during the project has been mapped in Table 10 below. £24k plus VAT has been allocated from the following budgets:

- Staff training (£18k plus VAT)
- Volunteer training (£6k plus VAT)

Training course	No of staff/	Training provider
	volunteers	
Oral history training It could be in-house training or individuals attend courses online/in-person including oral history training and palliative care course.	 Oral history volunteers Community Engagement Coordinator Folkestone Town Museum/ Library staff if spaces 	Oral History Society (£2k has been set aside in the Volunteer Training budget based in current charges by the OHS)
Research, copywriting, developing interpretation materials. To support volunteering. This could cover one, or more elements depending on the volunteers recruited.	 Community Engagement Coordinator Volunteers 	Group for Education in Museums Heritage Interpretation Association Kent CC Library service (£1,500 included in Volunteer training budget)
Safeguarding Training Procedures to ensure children/ vulnerable staff are kept safe, ensuring staff safety, reporting instances.	Community Engagement coordinator and volunteers	Online e.g., NSPCC or NCVO Then provided by staff in-house
 Safeguarding essential in charities Safeguarding essentials for trustees – online Safeguarding Leads in charities, online 	All staff as they are interacting with the public.	
DBS / Basic Disclosure Certificates All staff interacting with money, accounts, children.	Staff apply and are reimbursed for the cost	From £10k staff training budget From £10k staff training budget
GDPR Training Data protection essentials 2 x 0.5 days online	 Finance & Administration Officer, Trustees, Marketing & Events Officer 	Online, NCVO From £10k staff training budget
Good practice in volunteer management and/ or Volunteers and the Law	Community Engagement Coordinator, Trustees	Online, NCVO From £10k staff training budget

Training course	No of staff/	Training provider
Dealing with difficult customers and deescalation training How to identify different types of customers, deal with complaints, concerns, volatile customers, what to do/say in uncomfortable conversations, be professional, look after yourself in a difficult situation.	Customer facing roles – Lift Drivers/hosts Volunteers	Tbc e.g. https://crewtraining.uk.net/in-house- training/universal-guest-engagement- and-up-selling-courses/customer- complaints/ Based on past training, with session run by a psychologist and internally by senior manager
Induction training for staff/ volunteers Learning about Leas Lift CIO e.g., core values, how staff and volunteers contribute to this, fire evacuation procedures	All staff All volunteers	Led by Community Engagement Coordinator supported by the CEO, supported by
Ticketing software training and equipment First Aid Training	For all front of house staff/volunteers Staff	Led by whoever provides web-based ticketing solution and subsequently by CEO/ shadowing staff St John's Ambulance
Need to have at least one member who is first aid qualified.	Volunteers	From £10k staff training budget
Inclusivity training Disability awareness – dementia 30 awareness, deaf awareness, autism awareness, blind awareness Dementia course: Signs & symptoms of dementia, how it affects behavior, senses, communication & how to build positive relationships with people.	All customer facing staff and volunteers	Freelancer or courses provided by RNIB, Alzheimer's Society etc Touchbase also provide training. VisitBritain suggestions https://www.visitbritain.org/business-advice/make-your-business-accessible/inclusion-training From £10k staff training budget
Running great activities for people with dementia	Community Engagement Coordinator	Alzheimer's Society From £10k staff training budget

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 $^{^{30}\ \}underline{\text{https://www.alzheimers.org.uk/dementia-professionals/external-training/alzheimers-society-live-training}$

Training course	No of staff/	Training provider
	volunteers	
Benefits of engaging people with		
dementia in activities		
Planning person-centre activities		
Objects in reminiscence		
Overcoming potential barriers		
H&S training	Maintenance	To be identified by Commercial &
	volunteers	Operations Manager with
e.g. Working at height, with	Commercial &	preference for local providers for
harness, COSH training etc.	Operations	economic benefits
	Manager	
	• 5.65 Lift drivers/	From £10k staff training budget
	front of house	

Table 10: Summary of potential training courses for staff and volunteers

4. Marketing the Activity Plan

A marketing strategy, implementation plan and budget can be found in Section 12 of the Business Plan. This covers all aspects of the project, including campaigns for volunteer recruitment, campaigns to promote tours, talks and the hard hat tours. £20k has been dedicated to the roll out of the strategy, of which £5k will go towards the website. A further £5k has been ring-fenced from the interpretation budget. Initially the Community Engagement Coordinator will promote public activities. When the Marketing & Events Officer comes into role in November 2024 they will then take on this role, working in partnership with them.

5. Measures of success and evaluation strategy

5.1. Targets and measures of success

Targets and measures of success are summarised by individual activity in the Action Plan in Appendix A. In total, 18, 113 people will be engaged through the Activity Plan. This is in addition to people who pay to go on Leas Lift. See Table 11 below for breakdown by year.

	2024	2025	2026	Total
Participants	4,183	10,565	3,365	18,113
No. of Volunteering opportunities	33	38	42	113
No. of young people benefitting	3	4	5	12
from work experience				
No. of weeks of work experience	28	31	33	92
for young people				

Table 11: Summary of participation during delivery of the Activity Plan

A breakdown of audience participation by activity can be found in Appendix B.

KPIs and monitoring for the Business Plan can be found in Section 11 of that document.

5.2 Heritage outcomes

The project will deliver the following National Lottery Heritage Fund Outcomes through the activities described in the Action Plan (See Appendix A).

- A wider range of people will be involved in heritage.
- The funded organisation will be more resilient.
- People will have greater well-being.
- People will have developed skills.
- The local area will be a better place to live, work or visit.
- The local economy will be boosted.
- Heritage will be in better condition.
- Heritage will be identified and explained.
- People will have learnt about heritage, leading to changes in ideas and actions.

An ethos of environmental sustainability is embedded throughout the project.

These have been tailored to the project and shown as short, medium, and long term outcomes. For further details see the Evaluation Framework and implementation plan which

also includes a Theory of Change model, approach to the evaluation and table showing the roles of staff and consultants in the evaluation can also be found in the separate Evaluation Framework.

6. End of the project

6.1 Legacy and sustainability of heritage engagement activities

The legacy of the Activity Plan will be:

- Oral histories, capturing the experiences of past Lift Drivers, people who have restored it, looked after it and extensively ridden on it. These will be deposited in Folkestone Town Museum.
- A group of volunteers and staff from Leas Lift, Folkestone Town Museum and the library service who are trained in capturing oral histories.
- A better interpretation scheme which is informed by research undertaken by volunteers, memories and photographs captured through projects.
- A Teachers Advisory Group, Youth Advisory Group and Access Advisory Group
 which will continue to inform and provide feedback on the future operations and
 programme at the Lift. Some participants will also develop confidence, skills and
 knowledge through the Groups which they will use in other contexts and to obtain
 work experience and future employment.
- Placemaking as adults and children are involved in decision making.
- Four school resource packs, a hands-on collection, a working model of Leas Lift and film of the touring puppet show which can be taken out to schools for workshops and used to support Folkestone School's local history unit.
- Carnival skills developed through Charivari.
- A young person will have obtained experience as an apprenticeship, allowing them to move their career forward.
- Young people will have obtained work experience, references, knowledge, and skills making them more employable.
- Engineering students will have practical experience of building working models for children, enhancing their CVs and employability.
- Children and young people in Folkestone will be aware of a greater range of jobs, at Leas Lift and beyond.
- Heritage trails for adults and families.
- Recorded tours and talks which people can access on the Lift's website
- Partnerships with the Nepalese community, AgeUK, Touchbase, Folkestone schools and charities supporting vulnerable people within the area.
- More volunteers resulting in greater capacity which will support the sustainability of Leas Lift.

Community engagement work will be sustained because:

Staff will be retained:

The Community & Engagement Coordinator role will reduce to 0.5 FTE. Their role will be focused on maintaining relationships with key audiences and reaching out to volunteers and young people, to ensure well-being, learning and skills development outcomes remain a priority.

The remaining 9.65 FTE operational roles will continue and the roles in the café. More seasonal jobs could be created if footfall exceeds projections.

Measures to ensure inclusivity will be in place

The Lift will continue to be inclusive because the project will have enabled step free access to the upper and lower stations, and resources will have been developed through the Activity Plan and staff and volunteers will continue to receive training.

Operational budgets are in place

A training budget has been included in the operational budget to ensure new staff and volunteers receive training. Combined with staff mentoring, knowledge and skills will cascade through the organisation.

6.2 Sharing good practice

Learning from the project will be shared internally through the Evaluation Consultant during and at the end of the project via their mid-term and summative evaluation.

Findings will also be disseminated through staff, consultant and partner networks, for example:

- With the Folkestone Town Museum, Library, and other heritage partners
- Folkestone & Hythe tourism network and Visit Kent
- Academic partners e.g. Canterbury Christ Church University, University of Kent, and Folkestone College
- Peer professional networks e.g. Group for Education in Museum, Heritage Trust Network, Architectural Heritage Fund
- Project written up as a National Lottery Heritage Fund case study
- Through the Cliff Railways group
- To other local projects, referred via Heritage Fund Engagement Manager
- Evaluation Consultant

7 Summary of budget

The budget is shown on the following pages. The Action Plan in Appendix includes a full breakdown. An electronic version of the summary spreadsheet is available on request.

	BUDGETS AT DEVELOPME NT (RI) NET	BUDGETS AT DELIVERY (R2) NET	<u>Yr 1 -</u> 2024	<u>Yr 2 -</u> 2025	Yr 3 2026	Total (Net)
New staff costs	£ 167,256	£ 182,726	£ 42,050	£ 69,298	£ 71,377	£ 182,726
Leas Lift Community Engagement Coordinator, FTE, 3 yr @ £29k + 3% annual incremental pay increase (not inflation)		£ 89,636	£ 29,000.00	£ 29,870.00	£ 30,766.10	£ 89,636.10
Marketing & Events Officer, FTE, 2.25 yrs @ £29k + 3% annual incremental pay increase (not inflation)		£ 67,886	£ 7,250.00	£ 29,870.00	£ 30,766.10	£ 67,886.10
Staff on-costs (16%) for NI/ Pension		£ 25,204	5,800.00	£ 9,558.40	£ 9,845.15	£ 25,203.55
Training for staff	£ 10,000	£ 18,000	£ 1,000	£ 15,000	£ 2,000	£ 18,000
a) Lift Driving Training from Rapid (Engineers)		£ 8,000	£ -	£ 8,000.00		£ 8,000.00
b) See Training plan in Activity Plan		£ 10,000	£ 1,000.00	£ 7,000.00	£ 2,000.00	£ 10,000.00
Paid training placements	£ 77,093	£ 25,034	£ 400	£ 600	£ 24,034	£ 25,034
_Graduate placement/sandwich year		£ 23,434			£ 23,434.32	£ 23,434.32
_Work experience expenses - travel/subsistence		£ 1,600	£ 400.00	£ 600.00	£ 600.00	£ 1,600.00
Training for volunteers	£ 5,800	£ 6,000	£ 3,000	£ 3,000	£ -	£ 6,000

	BUDGETS AT DEVELOPME NT (RI) NET	BUDGETS AT DELIVERY (R2) NET	<u>Yr 1 -</u> 2024	<u>Yr 2 -</u> 2025	Yr 3 2026	Total (Net)
		£	£			£
a) Oral history training		2,000	2,000.00	-	-	2,000.00
b) Research, copywriting, developing interpretation		£	l £	£	£	£
materials		1,500	1,000.00	500.00	-	1,500.00
		£		£		£
c) Maintenance training		2,000		2,000.00		2,000.00
		£		£		£
d) Gardening familarisation		500		500.00		500.00
	£	£	£	£	£	£
Travel & expenses for staff	3,980	7,920	4,380	1,770	1,770	7,920
a) Mileage/ transport costs to colleges for		£				£
talks/career days etc		320	180	70	70	320.00
b) Mobile phone for Community Engagement		£				£
Coordinator		1,800	600	600	600	1,800.00
c) Laptop/software for Community Engagement						
Coordinator & Marketing & Events Officer -		£				£
Office/Zoom etc		4,000	3000	500	500	4,000.00
		£				£
d) Payroll costs		1,800	600	600	600	1,800.00
Travel & expenses for volunteers	£ 2,400	£ 3,680	£ 1,550	£ 1,160	£ 970	£ 3,680
a) Research group/ Oral history volunteers - travel,	_, -,	£	£	£		£
subsistence, copying		700	500.00	200.00		700.00
		£	£			f
b) Memory café/drop ins		100	100.00			100.00
•		£	£	£	£	£
c) Teacher's Advisory Group x twice a year		180	50.00	60.00	70.00	180.00

	BUDGETS AT DEVELOPME NT (RI) NET	BUDGETS AT DELIVERY (R2) NET	<u>Yr I -</u> 2024	<u>Yr 2 -</u> 2025	Yr 3 2026	Total (Net)
		£	£	£	£	£
d) Access advisory group x twice a year		600	200.00	200.00	200.00	600.00
) Youth Addison Cuous today over		£ 600	£ 200.00	£ 200.00	£ 200.00	£ 600.00
e) Youth Advisory Group twice a year			+ +		+	
f) Volunteer thank you event x 3 years		£ 1,500	£ 500.00	£ 500.00	£ 500.00	£ 1,500.00
	£	£	£	£	£	£
Event costs	20,000	43,000	-	25,500	17,500	43,000
a) Contribution towards Leas Lift themed Charivari		£	£	£	£	£
event		20,000	-	20,000.00	-	20,000.00
		£	£	£	£	£
b) Cliff Railway Day - Victorian/Steam Punk (2026)		7,000	-	-	7,000.00	7,000.00
c) Easter Egg/ Halloween/ Christmas events		£	£	£	£	£
(2025/26)		15,000	-	5,000.00	10,000.00	15,000.00
		£	£	£	£	£
d) Heritage Open Weekends (2025/26)		1,000	-	500.00	500.00	1,000.00
	£	£	£	£	£	£
Equipment & materials for activities	9,000	6,420	2,620	2,050	1,750	6,420
a) Allowance for printing heritage walk leaflets for		£	£	£	£	£
public/schools		1,000	-	500.00	500.00	1,000.00
b) Handling collection for schools/ outreach work -		£	£	£	£	£
inc. conservation work		1,750	1,000.00	500.00	250.00	1,750.00
c) Allowance for equipment and materials		£	l £	£	£	£
(projector/screen required)		2,100	1,500.00	300.00	300.00	2,100.00
d) Allowance for materials - badge making / other		£	f f	63.50	(222	£
family activities/ memory café		570	120.00	£250	£200	570.00
e) Budget for photography/ poetry competitions &		£	£	(500	6500	£
changing exhibitions in the Lift to display		1,000	-	£500	£500	1,000.00

	BUDGETS AT DEVELOPME NT (RI) NET	BUDGETS AT DELIVERY (R2) NET	<u>Yr 1 -</u> 2024	<u>Yr 2 -</u> 2025	Yr 3 2026	Total (Net)
Other costs	£ 15,300	£ 3,000	£ 1,000	£ 2,000	£ -	£ 3,000
a) Hard hat tour budget: Refreshments / fee for BSL signer/ cost of captions to put tour on YouTube		£ 2,000	£ 1,000.00	£ 1,000.00	£ -	£ 2,000.00
b) Transport / refreshment budget to bring participants e.g. AgeUK / care home / Nepalese to try lift before it opens/ low income families		£ 1,000	£ -	£ 1,000.00	£ -	£ 1,000.00
Professional fees relating to activities above	£ 36,000	- £ 51,050	£ 26,100	£ 19,250	£ 5,700	£ 51,050
a) Puppet show booth - development of script, making puppets/booth/ actors/ travel		£ 20,250	£ 20,000.00	£ 250.00	-	£ 20,250.00
b) Speaker budget for public programme		£ 1,800	£ 600.00	£ 600.00	£ 600.00	£ 1,800.00
c) Narrative Threads - quote for writing & proof reading Trails (4 days x £400/day)		£ 3,300	£ -	£ 3,300.00	-	£ 3,300.00
d) Graphic design costs of producing I leaflet (3 days x £400/day)		£ 1,200	£ -	£ 1,200.00	-	£ 1,200.00
e) Graphic design costs for social story - to be designed with Access Advisory group		£ 800	£ -	£ 800.00	-	£ 800.00
f) Create a film showing the Lift experience - visual story to go on website with Advisory group		£ 1,500	£ -	£ 1,500.00	-	£ 1,500.00
g) Filming hard hat tour, adding captions for YouTube		£ 500	£ 500.00	-	-	£ 500.00
h) Freelancer to develop 4 teachers pack and loan box for Leas Lift		£ 9,000	£ 2,000.00	£ 5,000.00	£ 2,000.00	£ 9,000.00

	BUDGETS AT	BUDGETS AT				
	DEVELOPME	DELIVERY	Yr I -	<u>Yr 2 -</u>		Total
	NT (RI) NET	(R2) NET	<u>2024</u>	<u>2025</u>	<u>Yr 3 2026</u>	(Net)
		£		£	£	£
i) Graphic design to layout any teaching materials		4,800	-	3,600.00	1,200.00	4,800.00
		£	£	£	£	£
j) BSL fees - for website, tours etc		2,500	1,000.00	1,000.00	500.00	2,500.00
k) Professional support for developing materials in		£	£	£		£
Makaton, Widget based etc		1,200	600.00	600.00		1,200.00
I) Freelancers to deliver workshops inspired by Leas		£	£	£	£	£
Lift - focus on health & welling		4,200	1,400.00	1,400.00	1,400.00	4,200.00
	£ 346,830	£ 346,830	£ 82,100	£ 139,628	£ 125,102	£ 346,830

Table 13: Comparison of Activity Plan budgets from Development to Delivery Phase and cashflow 2025 to 2027

APPENDIX A: CONSULTERS DURING THE DEVELOPMENT PHASE

- I. Darran Cowd, Curator, Folkestone Town Museum
- 2. Tara Cleary, Education & Outreach Officer, Folkestone Town Museum
- 3. Llynsey llet, Customer Services Development, Librarian, Folkestone & Hythe District, Libraries, Registration & Archives, Kent County Council
- 4. Andrea Anderson, Customer Service Development Librarian, Folkestone & Hythe District, Libraries, Registration & Archives, Kent County Council
- 5. Sue Rance, Local Studies Manager (Collection Manager), Folkestone Library
- 6. Anna Hendy, Assistant Area Manager, Libraries, Registration & Archives, Kent County Council
- 7. Fraser Westmorland, Headteacher, Mundella School, Folkestone
- 8. Kate Bright, Year 5 & History & Geography lead, Castle Hill School, Folkestone
- 9. Jade, Year 5 teacher, St Eanswythes Primary School
- 10. Claire Honzik, Year 2 teacher, St Eanswythes Primary School
- 11. Casey Fletcher, Assistant Deputy Head, Beacon School
- 12. Caroline Pratt, Leader of Learning, Beacon Satellite, Castle Hill School
- 13. Jim Lockey, Funding and Compliance Manager, Touchbase Care
- 14. Richard Martin, Deputy CEO, Touchbase Care
- 15. Rebecca McGuinness, Deputy CEO, Age UK South Kent Coast
- 16. Maha Rai, Senior Project coordinator & Centre Manager, & Kanchan Roka, Folkestone Nepalese Community Centre
- 17. Rebecca Tranckle, Skills & Health Hub Manager, Discovery Park, Sandwich, Kent
- 18. James Bennett, STEM Ambassador Administrator STEM Ambassador Hub Southeast of England
- 19. Hellen Ward, STEM Ambassador Hub
- 20. Lydia Ahern, Southeast Co-Ordinator, Nuffield Research Placements, The Stem Hub
- 21. Annamarie Hall, Employability Coordinator, Careers and Employability Service, University of Kent
- 22. Donna Smith, Principal, East Kent College
- 23. Matt Cook, Employer Engagement Team, University of Kent
- 24. Dr Anne Nortcliffe SFHEA CEng MInstMC MIET, Founding Head of School of Engineering, Technology and Design, School of Engineering, Technology and Design, Faculty of Sciences, Engineering and Social Sciences
- 25. Mark Connorton, Senior Project & Development manager, Kent Coastal Volunteering
- 26. Kerry Smith, CEO, Kent Coastal Volunteering
- 27. Brigitte Orasinski, Artistic Director, Strange Cargo, Cheriton, Folkestone
- 28. Stephen Green, resident of Folkestone (and KCV volunteer)
- 29. Nikki Paine, Ancestry & Heirs
- 30. Hamish Wood, Project Manager, Falling Sands Viaduct, Severn Valley Railway
- 31. Chris Copp, Collections Manager, Archives & Heritage, Staffordshire Record Office

32. Jill Sargent, Business Development, Produced in Kent

KCV also invited individuals and organisations on their mailing list as part of their commission to draw in people whose voices are not normally heard. We know that these were attended by representatives of Folkestone Rainbow Centre (they support people with addiction and homelessness issues) and organisations above, who we then reached out to.

APPENDIX B: ACTION PLAN

Assumptions underpinning the Action Plan:

Year I (2024)

- Community Engagement Coordinator in post in early January
- RIBA 4 to April 2024
- RIBA 5 construction starts 12th June 2024
- Marketing & Events Officer in post Nov 2024

Year 2 (2025)

- Construction continues to 25th March 2025
- Staff training from 28th March 2025
- Final handover (2nd April 2025) and soft opening (3rd to 11th April)
- Grand (public) opening (IIth April)

Year 3 (2026) - Lift operational, Business as Usual

Activity	Target audiences	Benefits for people	Heritage outcomes	Resources	Costs	Timetables	Targets & measure of success	Methods of evaluation
Recruitment of Leas	Professional	Will provide	Supports the	HR/payroll	Recruitment	Advertise: Nov	Recruit suitably	No. of
Lift Community	with at least	an	delivery of all		£300 + VAT	2023	qualified	applications for
Engagement	3 years'	opportunity	heritage	Laptop			individual who	role
Coordinator	experience	for an	outcomes		New staff cost	Appoint by:	will deliver all	
		individual to		Mobile	£29k + 16% on	Dec 2023	the outcomes	Retention of
Lead on delivery of the		be part of a	CEC may will	telephone	costs		in the Activity	individual
activity plan:		team that	also acquire			In post by: Jan	Plan	
		delivers an	knowledge	Office space	Staff training	2024		Appraisals
I. Research projects to		exciting	and develop	·	budget		Stay for the 3	
inform interpretation		Activity Plan	skills in oral				year contract	

Ac	tivity	Target audiences	Benefits for people	Heritage outcomes	Resources	Costs	Timetables	Targets & measure of success	Methods of evaluation
2.	Coordinate Youth, Teacher, and Access Advisory groups		to a range of audiences providing	histories, and audience development		Staff travel/expenses budget:	3 year fixed term to 31st Dec 2026 then	Person exceeds expectations in	Feedback on their recruitment,
3.	Working with 4 partner schools to deliver talks, workshops, co-curate resources, puppet show		learning, and heritage skills benefits	in a heritage setting People will learn how restoration of		£320 travel to schools/ colleges for career days/ talks	becomes 0.5 FTE	their annual reviews Local person is recruited	training, and general experience. Economic value of creating an
4.5.6.	Community outreach projects e.g. memories project, Charivari, puppet show Public Programme Heritage Skills – talks, internships, work			historic buildings and engineering can address climate change		Mobile phone: £1,800 over 3 years Laptop/softwar e £2k (50% of			FTE role
	experience, placements			The local economy		£4k budget)			
	e Appendix E for full role scription			will benefit from direct and in-direct income via new jobs		Payroll costs: £900 (50% of £1800)			
Ma	cruitment of rketing & Events ficer	Professional with at least 2 years' experience	Will provide an opportunity for an	Supports the delivery of all heritage outcomes	HR/payroll Laptop	Recruitment £300 + VAT	Advertise: Sept 2024 Appoint by:	Recruit suitably qualified individual who will deliver the	No. of applications for role
	imary responsibilities:	experience	individual to be part of a	Marketing &	Mobile telephone	£29k + 16% on costs	Oct 2024	Marketing Strategy in the	Retention of individual
and	velop Marketing Strategy I Implementation Plan in Business Plan		team that is launching a new heritage	Events Officer may also acquire	Office space	Staff training budget	In post by: 15 th Nov 2024	Business Plan	Appraisals
	oport CEO and mmercial & Operations		visitor attraction	knowledge and develop skills in		Ü	3 year fixed term to 31st Dec 2026 then	Person exceeds expectations in	Feedback on their recruitment,

Activity	Target audiences	Benefits for people	Heritage outcomes	Resources	Costs	Timetables	Targets & measure of success	Methods of evaluation
Manager with launch and grand opening			audience development and marketing		Laptop/softwar e £2k (50% of £4k budget)	becomes 0.5 FTE	their annual reviews	training, and general experience.
Promote Leas Lift from					,		Local person is	'
Easter 2025 (business as			And learn		Payroll costs:		recruited	Economic value
usual) – for private events,			how		£900 (50% of			of creating an
film hire, community			restoration of		£1800)			FTE role
engagement			historic					
			buildings and					
Deliver public programme			engineering					
of events which drive			can address					
footfall and generation			climate					
secondary income			change					
Manage marketing and			The local					
evaluation volunteers			economy will benefit					
Manage a year-long			from direct					
marketing and events			and in-direct					
sandwich placement			income via the new job					
Work with evaluation			, ,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,					
consultant to ensure visitor								
data is collected								
See Appendix X in Business								
Plan for role description								
RESEARCH PROJECTS								
Oral history project to	Former Lift	Intangible	Leas Lift's	Lead:	£2k for	First quarter of	Targets:	Register to
inform interpretation	volunteers	heritage at	heritage will	Community	bespoke	2024	Recruit and	monitor
	and Lift	risk captured	be identified	Engagement	training		train 5	participants
To collect oral histories	Drivers		through oral	Coordinator	(volunteer	(as needs to	volunteers, the	
from former Lift Drivers	Residents of	Real-life	histories and		training budget	inform the	CEO, and 4	
	Folkestone	experiences	research and			RIBA 4	members of	

Activity	Target audiences	Benefits for people	Heritage outcomes	Resources	Costs	Timetables	Targets & measure of success	Methods of evaluation
and volunteers to inform the interpretation The Museum would be the repository for the oral histories. Plan to have bespoke training session to include volunteers, Community Engagement Coordinator and offer space to partners – library & museum	and Hythe District Council who wish to volunteer Staff and volunteers at Folkestone Town Museum and the Library service	captured in the interpretation bringing the Lift alive 5 volunteers in the local area have obtained oral history training skills which can be transferred to other projects	recorded through film, photographs, and deposits of oral histories People will acquire knowledge and develop skills in the collection of oral histories People will have greater wellbeing from volunteering —connecting with other people, learning, and finding enjoyment from giving back	Oral History Society Training Folkestone Museum has 4 sets of oral history equipment + 2 with video which they have offered. Also allowed £500 for equipment in the project budget Folkestone Museum is developing a digital preservation policy and will take any oral histories collected	Nil for equipment (borrowed from library) Nil for room – Folkestone Town Museum or library Travel & expenses for volunteers £700 for oral history/ research projects for travel, subsistence, copying	Interpretation designs)	staff from Folkestone Museum & KCC Library service and / or volunteers in oral history training Collect and transcribe 10 oral histories Success will be: Oral histories successfully embedded into the interpretation scheme and on the website Staff/ volunteers use their training on other local projects Oral histories accessioned in Folkestone Museum	Monitor no. of oral histories captured Monitor volunteers involved and volunteer hours Summative evaluation of oral histories in final interpretation scheme Photographic record of process

Activity	Target audiences	Benefits for people	Heritage outcomes	Resources	Costs	Timetables	Targets & measure of success	Methods of evaluation
Research project to research and develop content for (a) the interpretation scheme (b) heritage walks (c) touring puppet performance to school (d) other talks Weekly meets at the library or another venue with Community Engagement Coordinator Volunteers have specific research briefs e.g. The Interpretation Designer needs support with additional research about the people who built the Lift, how it works, sourcing images and postcards, building on what the freelance Archivist and our volunteer did during the Development Phase.	Residents of Folkestone and Hythe District Council + Digital volunteers Invite partners e.g. AgeUK, Touchbase to get involved and members of local history groups	Opportunity to take part in local project Opportunity to meet with like-minded people — social benefits Opportunity to learn new skills	Leas Lift's heritage will be identified through research and People will acquire knowledge and develop skills in research People will learn more about Leas Lift inspiring them to consider careers in the heritage sector, take part in activities, and volunteer People will have greater wellbeing from volunteering – connecting with other	Lead: Community Engagement Coordinator Folkestone Town Library – have subscriptions to Ancestry and Find My Past, plus IT buddies – if it has reopened they have offered this. If not, they will find an alternative – Contacts: Andrea Anderson & Anna Hendy. See Appendix for consultees	Volunteer training budget for all research projects of £1,500 e.g. learning how to undertake research, copywriting, developing interpretation materials Travel & expenses for volunteers £700 for oral history/ research projects for travel, subsistence, copying	Early 2024 for research to information interpretation and touring puppet performance Research for heritage walks, tours and other resources 2024/2025	To involve at least 5 volunteers in research projects Success will be: The delivery of relevant content to the interpretation designer as they require it To involve at least one young volunteer (under 25 yrs) The involvement of somebody who has never volunteered in this way before	Monitor no. of times meet Monitor volunteers involved and volunteer hours Volunteer survey to evidence heritage outcomes and diversity of volunteers Summative evaluation Photograph of a research session

Activity	Target audiences	Benefits for people	Heritage outcomes	Resources	Costs	Timetables	Targets & measure of success	Methods of evaluation
			learning, and finding enjoyment from giving back					
Memory café and drop ins at Museum & Library Building on the consultation project with Strange Cargo during 2023/23 and the Facebook Memories project, put out another: Public call for images and stories of Leas Lift. This could be via social media, the press and approaching individuals (learning lessons from those projects) Schedule Memory cafés where people can come and share their stories — those with more depth could become oral histories. Use photos, postcards and even artefacts such as the Leas	Residents of Folkestone and Hythe District council Run memory café with partners e.g. at AgeUK	Opportunity to share information and stories with the public Feel they are part of the restoration of Leas Lift	A wider range of people will have engaged with Leas Lift as participants Leas Lift's heritage will be identified through oral histories and research and recorded through film, photographs, and deposits of oral histories People will have greater wellbeing	Lead: Community Engagement Coordinator i-pad (already purchased) Library/ Museum staff if objects to be accessioned afterwards	Room – nil, will borrow spaces from Folkestone Museum, Library, local hotels, or have pop ups in leisure centre Conservation of the ticket machines/ artefacts included in equipment and materials budget £1,500	2024	Target to: Identify and capture 3 additional oral histories Engage with 50 people through memory cafes Involve 3 research volunteers Success will be: Achieving the targets and for participants to enjoy the café sessions	Record no. of people who engage Record no. of volunteers involved and volunteer hours Track archival material, objects and oral histories captured Feedback from partners Photographs of sessions
Lift ticket machines as stimuli.			from participating therapeutic					

Activity	Target audiences	Benefits for people	Heritage outcomes	Resources	Costs	Timetables	Targets & measure of success	Methods of evaluation
			heritage activities					
ADVISORY GROUPS								
Teachers' Advisory Group (in partnership with Folkestone Town Museum) During the Development Phase we met with 5 teachers/ Head Teachers which resulted in 4 partner schools. We involved Castle School in the project with Strange Cargo, via The Beacon. We then met with teachers individually during the Spring term to test the interpretation and final ideas with them. These teachers want to continue to be involved. We will invite more teachers to the group and aim to meet as a group at least twice a year to keep teachers informed, obtain feedback, and develop new projects. They will be invited on hard hat tours, on VIP tours/familiarisation tours.	Primary & Secondary School teachers from Folkestone & Hythe District STEM Ambassador s	Teachers can co-curate the school package with leas Lift/FTM so that it meets their pupils' needs	A wider range of people will have engaged with Leas Lift as participants Leas Lift's heritage will be better explained through talks, tours People will learn how restoration of historic buildings and engineering can address climate change	Folkestone Town Museum (FTM) will provide a room for the meetings Leas Lift to provide refreshments	Room – in-kind contribution Refreshments at meetings (£180 over 3 years)	Twice a year, Spring /autumn from February 2024, once grant is secured Hard hat tours (end 2024) VIP tours Spring 2025	Targets: Have at least 2 groups pa Involve at least 6 teachers p.a. from at least 5 schools Involve 20 teachers through the STEM hub in a talk Success: Targets reached Teachers visit Leas Lift with their schools Families then visit the Lift on recommendati on of their children	Track no. of meetings and no. of participants Track involvement of STEM hub Track engagement through response to hard hat tours/VIP tours Feedback from participants to improve groups Photographic evidence

Activity	Target audiences	Benefits for people	Heritage outcomes	Resources	Costs	Timetables	Targets & measure of success	Methods of evaluation
The STEM hub would also like us to involve their network of teachers in the development and testing of the engineering/science projects							Secondary school teachers get involved	
An objective as the project develops will be to involve secondary schools and look at ways of involving them e.g. KS4 Geography curriculum, resources around regeneration, tourism etc.								
Access Advisory Group Form Access Advisory group for design/ operational phases. Meet as required during design phases then twice a year. Involve members in other projects e.g. research volunteers, in the creation of a visual story once Lift is ready for 'riding' showing people Invite somebody to narrate. Captions on final film. Budget allowed for filming/editing.	Young people (16- 19) at the Beacon School Children/ parents of children at the deaf unit, Castle Hill School People attending Touch Base, AgeUK in	Opportunity to be part of the restoration project People feel valued Development of skills	A wider range of people will have engaged with Leas Lift People will acquire knowledge of developing and managing a heritage site and develop communicat ion skills	Spaces for the advisory group – partner organisations or Folkestone Museum	Rooms – nil Travel & expenses for volunteer budget: £600 for refreshments and transport to meetings Allowance for travel for VIP ride before opening	2024 - 2026	Targets: Have at least 2 groups pa. Involve at least 10 people p.a. Success will be: The inclusion of adults and young people with a range of communication and access needs use a variety of	Track no. of meetings and no. of participants Survey to evaluate outcomes – skills, knowledge, demographic information Track engagement through response to
mming/editing.	Cheriton		People will learn more				wheelchairs	hard hat tours

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Invite members to VIP ride before Lift opens to the public.	Other groups supporting people with disabilities in Folkestone & Hythe		about Leas Lift inspiring them to consider careers in the heritage sector, take part in activities, and volunteer People will				and mobility scooters Involvement in design, interpretation, creation of visual stories Participants will become ambassadors	Feedback from participants to improve groups Visitor feedback on access once the Leas is open
			learn how restoration of historic buildings and engineering can address climate change				ampassadors and volunteers. Will accept invitation to have a VIP tour in April 2025	Photographs of meetings
Youth Advisory group We have recognised that we need to engage with, and involve young people during the delivery phase. So far we have talked to gatekeepers at Folkestone College, The Beacon, and universities.	Young people living, studying, and working in Folkestone (aged 13 to 24)	To shape the offer for young people at the Lift To develop skills to help further their career and study	A wider range of people will have engaged with Leas Lift as participants Leas Lift's heritage will be better	Lead Community Engagement Coordinator Trustee, Adam Jay Coleman – has experience in his role as Children and Young	Travel & expenses for volunteer budget: £600 for 3 years for refreshments/ travel/expenses Room costs —	2024-2026	Targets: Have at least 2 groups pa Involve at least 6 young people p.a. Success will be: the	Track no. of meetings and no. of participants Feedback from participants to improve groups Survey to
We will recruit to a Youth Advisory group. Agree with young people how often		Social benefits	explained through talks and tours	People's Research/Polic y (at ACE)	nil – in-kind donation		involvement of a diverse group of young	evaluate outcomes – skills,

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they want to meet and areas of interest, priorities for them e.g. marketing, visual identity, design, training, programming, communication. Invite members to VIP ride before Lift opens to the public.		Be involved in placemaking	People will acquire knowledge of developing and managing a heritage site and develop communicat ion skills People will learn more about Leas Lift inspiring them to consider careers in the heritage sector, take part in activities, and volunteer People will learn how restoration of historic buildings and engineering can address climate change				people, some of whom will get more involved as volunteers, staff and ambassadors Young people use the knowledge and skills they acquire to leverage work experience and employment	knowledge, demographic information Photographs of meetings Keeping in touch with young people to find out how the experience has leveraged employment and other placements

SCHOOL PROJECTS DURING 2024/25 Assemblies: Local primary Lift schools		A wider range of	Lead:				
Assemblies: Local Introduction to Leas primary	able to use ncl Leas Lift to		Load				
Introduction to Leas primary	able to use ncl Leas Lift to		Load				
Community Engagement Coordinator leads an assembly in each of the four partner schools before Easter 2024 to introduce the project to the pupils and a broader group of staff Could be themed according to school curricula School Mundell School St Ensw	an about their local heritage for Pupils will have the opportunity to learn about their local heritage through different learning styles Pupils will have access to a live	people will have engaged with Leas Lift as participants & volunteers Leas Lift's heritage will be better explained through talks, tours, a puppet show, interpretation, and accessible resources People will learn more about Leas Lift inspiring them to consider careers in the sector, take part in activities, and	Community Engagement Coordinator	Nil cost for assemblies – Community Engagement time	January to April 2024	Targets: Assemblies reach 1,200 children in 4 partner schools and 30 members of staff	Use data from school to monitor who participates e.g. pupil premium stats, SEND children, English as second language Track no. of assemblies and pupils/ staff attending Track no. of puppet performances and workshops and pupils/ staff attending Feedback forms for puppet show/ workshops to evaluate heritage outcomes, have children learnt more,

Activity	Target audiences	Benefits for people	Heritage outcomes	Resources	Costs	Timetables	Targets & measure of success	Methods of evaluation
Touring puppet show to tell the story of Leas Lift. Commission will create a script, booth, puppets, and train actors. Show tours schools (fits with Seaside EY curriculum and Victorians) and care homes. See Appendix for brief. Workshops led by Community Engagement Coordinator/ arts company – puppet making or similar, to be discussed with schools Film the performance with an i-pad as legacy to be used in future training. Puppets/ booth could also be used in other contexts.		their school group Children are part of placemaking Teachers are involved in the co-curation of the learning offer of Leas Lift Local creatives are given opportunities to get involved in a local heritage project CCCU students get to have hands on experience of	bring friends and family to the Lift People with learn Carnival and costume making skills People will learn how restoration of historic buildings and engineering can address climate change Folkestone will be a better place to live, work and visit because of the new	Puppet show: Freelance commission May need some research by volunteers Volunteers to go out on tour with the school performance	Freelance company to write script, build booth, make puppets, give performances = £20k + VAT (n.b. also includes tour to local homes) Puppet workshops included iPad (already purchased) to film performance for legacy/ training	Tender commission Nov/Dec 2023 Appointed, start work January 2024 Formative testing of content with schools after Easter 2024 On tour in schools summer term 2024	Tour at least 6 primary schools Reach at least 1,500 children Success would be: at least 2 new schools engage with the project (beyond 4 partners) Pop ups of the puppet performance in the future as part of outreach/ Heritage Open Weekend and other events Children will want to go on the Lift	development of skills, enjoyment Formative evaluation of puppet performance before it goes on tour Feedback from schools Photographs Measurement of economic benefits within the local area by recording who wins commissions/ contracts to deliver school projects Track volunteers and
		building and						Torunce S and

Activity	Target audiences	Benefits for people	Heritage outcomes	Resources	Costs	Timetables	Targets & measure of success	Methods of evaluation
Development and testing of a working model of Leas Lift which becomes part of the loans/ school resources (working with students from the Engineering Department of the Canterbury Christ Church University (see heritage skills section for more details of benefits to students) Beacon & Mundella School want a group of children involved in this project where the children will act as consultants providing feedback on the model. They will also learn more about engineering and what it is like to study engineering at university		testing a model with pupils developing their knowledge and skills in communicating engineering to the public Pupils and teachers will have resource packs to support teaching at all levels Teachers will be able to access a loans box Pupils in Folkestone will be able to use Leas	opportunities to engage with heritage The local economy will benefit from direct and in-direct income via freelance commissions	Resources for the model are going to be provided by Canterbury Christ Church University Trustees kick project off Community Engagement Coordinator acts as liaison between schools and Engineering Dept.	Nil – covered by Canterbury Christ Church University	Academic Year 2023/2024 Students start course in October 2023 As soon as grant is confirmed contact Head of Engineering Dept., Mundella and Beacon Schools Organise meeting to agree programme/ confirm group of students Organise programme/ likely time of visits to school	Targets: CCU project works with 15 children x 2 schools = 30 children Success: Final year CCCU students develop and produce a working model of Leas Lift Children can explain what engineers do Children understand the benefits of developing working models to test ideas	their contribution through volunteer log Volunteer survey to track outcomes of volunteers' participation

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Mundella School	Pupils at	Lift to		Trustee to	Community		Targets:	
projects	Mundella	support their		lead prior to	Engagement			
(2023/ 2024)	School	learning		Community	Coordinator		Careers talk at	
				Engagement	time		Mundella	
Contribute talk(s) to		Schools will		Coordinator		Careers Talk –	reaches 30 KS2	
their Careers Week e.g.		be able to		appointment	Equipment and	October 2023	pupils each	
could be a CCU		attend the		e.g. careers	materials		year =	
Engineering student,		Fashionable		talk October	general budget		30×3=90	
member of staff,		Folkestone		2023				
contractor, or member of		workshop at			Volunteer		50% of pupils	
the consultant team. This is		the Museum		Led by	expenses		engage with	
programmed in for the		and then ride		Community	budget for any		Leas Lift	
week before October 2023		the Lift		Engagement	volunteers		through their	
half term as they have an				Coordinator	supporting	Community	local history	
off-curriculum week every					visits	Engagement	week in 2024,	
6 weeks.				School is		Coordinator	sustainability in	
				happy to help		visit school	2025 and '	
Co-curate resources so				co-curate		January 2024	themed week	
that Leas Lift can be				resources for		J ,	(topic tbc) in	
part of their Local				their session,		Develop plans	$2026 = 100 \times 3$	
History off-curricula				which will then		for local	= 300 pupils	
week scheduled third				be turned into		History off-	out papils	
week of May, 2024.				packs for all		curricula week	Success will be:	
These can then be used to				schools in		(May to April)	Children talk	
inform the development of				2024/2025		(i lay to Api li)	about new jobs	
the teacher's pack				202-1/2025		Deliver May	at the Lift to	
the teacher's pack				Clerk of		2024	parents/ wider	
2024/25 Academic Year:				works' time		Visit school in	family	
2024/25 Academic Tear:							lanny	
Contribute to Careers'				for visit to site		September	Children are	
						2024 to plan		
week (2024/25) and create						year	aware of the	
a poster to show all of the						A . 2024	diversity of job	
jobs at the Lift						Autumn 2024 –	opportunities	
						careers talk	at Leas Lift	

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Contribute to their						Jan to April		
Sustainability off						plan		
curriculum week, May						sustainability		
2025. Children will visit the						week activities		
lift and learn about PV						Dalbara Mari		
panels, ASHP, sustainable						Deliver May 2025		
materials, how materials						2023		
have been recycled during						Organise trip –		
the project etc (a funding						could link with		
application to Happold						VIP ride on the		
support STEM projects has						Lift		
further details)								
rururer details)						Themed week		
Continue to develop and						in 2026, plan in 2025		
test resources and						2023		
interpretation with classes								
in school. Contribute to								
themed week in 2026, topic								
tbc nearer the time								
Co-curation of a	Invitation to	_		Community	Costs of	Agree with	Target: For 30	-
community case on	Beacon			Engagement	conserving	school in	children from a	
Leas Lift working with	School			Coordinator –	ticket	summer term	partner school	
Folkestone Museum	6 .1 1199			lead working	machines,	2023/24 who is	to co-curate	
Folkestone Town Museum	Castle Hill School			with teacher	conductor bags - included as	going to be involved	the community	
have a community case in	SCHOOL			to organise talks in school/	part of school's	IIIvoived	case in Folkestone	
their lower gallery. This will	St			at Folkestone	loan boxes	Visit school in	Town Museum	
be booked for	Eanswythe			Town Museum	Touri boxes	autumn 2024	1 Own i luscuiii	
autumn/spring term of					Cost of buying	to introduce	Success:	
academic year 2024/25.	Class chosen			Audience	a time-capsule	the project		
One of the partner schools	by school,			Engagement	and any items		50% of the	
will be invited to co-curate				Officer at			children bring	

Activity	Target audiences	Benefits for people	Heritage outcomes	Resources	Costs	Timetables	Targets & measure of success	Methods of evaluation
it. Opportunity to display	likely to be			Folkestone	the pupils want	Class visits	their	
artefacts which have been	KS2			Town Museum	to include in it	Folkestone	parents/friends	
donated/ found in the pump						Town Museum	to see the	
room to create interest.				Artefacts		during the	community	
Part of involving children in				found during		term to	case	
placemaking – taking				Development		understand		
ownership of the Lift				Phase in Pump		context and to	The public	
				Room – ticket		see the	share their	
				machines,		potential	memories and	
				conductor		objects, select	aspirations for	
				bags		them	the Lift in the	
							lead up to it	
				Folkestone		Winter	opening	
				Town		2024/25 term		
				Museum's own		children visit	The community	
				artefacts –		Museum to see	case and time	
				cup, stamp		their co-	capsule have	
				machine, Lift		curated case	press coverage,	
				Driver's			as part of	
				uniform,		Time capsule	launch	
				postcards		project starts	campaign	
						autumn 2024 in		
				New donated		order that it		
				items found		can be buried		
				through		on-site		
				Memories				
				projects e.g.				
1				Lift Drivers'				
1				collections				

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Pre-opening VIP visits by four partner schools schools, includes badge making to say they've been on the Lift, and/or children take part in a competition to design a badge which is then shared with the rest of the children				Materials to make badges Staff /volunteers at Leas Lift to organise and lead on school visits	Equipment & materials for activities: part of allowance of £570 for badges Free rides for partner school children as part of trialling/soft testing	April 2025, before public opening, as part of soft- opening	1,200 children from 4 partner schools come to the Lift	
Development of school resources and loan boxes and launch of permanent offer Lessons learnt from the activities with the four partner schools will feed	Primary schools in Folkestone & Hythe District Council			Lead: Community Engagement Coordinator Freelancers to support development	Equipment & materials for activities: Handling collection for schools/outrea ch work — conservation	Review of 2023/24 activities Commission freelancer summer 2024 to start	Target: To develop, pilot and deliver 4 teachers' packs Success:	
into the development of four teacher's packs, which will then be developed with the help of an external	travelling further are most likely to be			of the packs Canterbury Christ Church	costs £1,750 Professional fees: Freelancer	developing resources Develop first 2	Will be demonstrated by number of	
consultant. Provision themes tested with staff are below, but these will be re- visited and discussed with the Teacher's Advisory	interested in the engineering packs			University are resourcing the materials to build a working model	to develop school resources and Loan box £9k	packs for launch of Lift – visits in summer 2025	downloads by teachers and their involvement in the piloting	
Board. Content will be formatively tested with schools:				of Leas Lift for schools Teachers' Advisory Pack	Graphic design to layout any teaching materials £4,800	Develop next 2 packs for launch in 2025/26 academic year	process	

Activity	Target audiences	Benefits for people	Heritage outcomes	Resources	Costs	Timetables	Targets & measure of success	Methods of evaluation
Seaside resource pack for				will input into				
EYFS				development				
Resource pack to support local history module (KS2) – to include Victorian innovations and WW2 which local schools cover Resource pack to support STEM/engineering teaching which will have been tested with STEM Ambassadors and promoted through their network				Artefacts for the loans box – e.g. found items in the Pump Room, replicas, costumes from Edwardian times				
Cross curricula resource pack which includes geography, English, art activities and sustainability e.g. scavenger trail with key historic information that develops children's map reading skills at different ages, and/or compass navigation. Children end at Leas Lift and have a ride. Pupils write stories inspired by a ride on the Lift. Beach litter picking, learn about cliff erosion and then hear about how the Lift minimises its carbon footprint.								

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Activities for								
workshops/packs e.g.								
inspired by the Leas Lift								
Company stamp in the								
Museum, pupils could learn								
more about how seals were								
produced, design their own								
stamps, select a symbol.								
Talk about how technology								
has changed seals								
(technology link). Second								
activity inspired by								
postcards in the Museum's								
collection – learning about								
the Victorian period,								
clothes, leisure. Children								
draw their own postcards/								
write their own memories								
of a day at the beach.								
Develop a handling								
collections with schools								
 to include a ticket 								
machine, potential model,								
developed by engineering								
students from CCU which								
can be taken out to								
schools/ potentially loaned.								
Launch of formal school	Primary	Pupils and	Leas Lift's	Four school	Annual	Development	Targets:	Formative
offer at Leas Lift	schools in	teachers will	heritage will	packs	equipment &	2024/25		evaluation –
	Folkestone	have	be better	developed	materials		Autumn 2025	when trialling
Business as usual – new	& Hythe	resource	explained	during 2024/25	budget: £570		(7 weeks x 30	resources
school offer at Leas Lift.		packs to	through a new		for all activities		pupils = 210	

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We intend to promote this in partnership with Folkestone Town Museum who offer a series of workshops at the Museum including Fashionable Folkestone. The Lift can provide elements they do not have: - The experience of riding on the lift - Seeing Victorian engineering - Understanding the role that the Lift played in the development of transportation in Folkestone - The role the Lift played during WWII, development of the town into a seaside destination Once the CEO is in place negotiations will begin with the Town Clerk to develop a joint booking system/ charging (for this reason,	District Council Schools travelling further are most likely to be interested in the engineering packs	support teaching at all levels Teachers will be able to access a loans box Pupils in Folkestone will be able to use Leas Lift to support their learning Schools will be able to attend the Fashionable Folkestone workshop at the Museum and then ride the Lift	interpretation scheme, school resources and a loan box People will learn how restoration of historic buildings and engineering can address climate change	Loan box Working model of Leas Lift developed with engineering students Poster developed with Mundella School to show jobs at the Lift Film of puppet show Film from Leas Lift Charivari Film/ photos of the restoration Oral histories and other archival materials collected through	All resource costs included in projects above Salary of Community Engagement Coordinator From 2027, 0.5 FTE post retained by the Folkestone Leas Lift CIO to ensure sustainability	Workshops available from autumn 2025 The new CEO and Community Engagement Coordinator will work with Folkestone Town Council/ Museum to develop a joint booking system and pricing tariff for school visits from autumn 2025 Launch event at Folkstone Town Museum autumn 2025 INSET days jointly organised by Folkestone Town Museum and Community	children + 35 adults) Spring, summer, autumn terms 2026 (24 × 30 = 720 pupils + 125 adults) Inset days: 10 teachers 2025 20 teachers 2026 Measures of success: 75% of primary schools in Folkestone engage with the school offer during 2025/2026 Achieve target school numbers	Feedback from schools when rolled out Tracking no. of school visits, children, and teachers Feedback from emails/ feedback forms Photographic evidence
for now we have not included income in the business plan). We are				research projects		Engagement Coordinator		

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expecting a MoU to be in place.				Leas Lift will be restored		during 2025/2026		
COMMUNITY OUTREACH PROJECTS								
Chiravari – Leas Lift themed Folkestone carnival in mid July 2025 This one day carnival parades through Folkestone, ending at the Bandstand. In 2025 it will be themed around Leas Lift. It has been run by Strange Cargo for 28 years They will run workshops for teachers, community leaders and artists so they develop carnival arts skills during the year. They then take these skills into their own settings where pupils and client develop their own costumes, supported by Strange Cargo Participants then meet up together to parade on a Saturday in mid-July through the town,	Residents of Folkestone & Hythe District Council – accessed through schools, community groups Day trippers travelling up to 60 minutes	Opportunity to learn carnival arts skills To take part in a community event Folkestone has a free carnival day People learn more about Leas Lift	A wider range of people will have engaged with Leas Lift as participants & volunteers. People with learn Carnival and costume making skills Leas Lift will contribute to placemaking by connecting the new Leas Lift Square and community with the Leas The local economy	Strange Cargo run workshops at their base in Cheriton Requires permissions from the Council as a public event	Events budget: £20k This project will sponsor c. 50% of the costs, rest would be raised by Strange Cargo, normally from the Council, Roger de Haan charity, Arts Council	Planning starts autumn 2024 Workshops spring with teachers, artists, community groups Event normally mid-July	To involve at least 600 children in workshops For 20 teachers to take part in workshops and staff from 10 community groups To involve 5 core partners such as Touchbase, and other charities, home school children etc. in the project (15 people per group = 85 people) For 70% of people involved	Track no. of workshops and participants Track no. of schools and charities taking part Track audience Feedback from participants to measure heritage outcomes e.g. learning, skills development Photographic record of workshops and carnival Press / media coverage

Activity	Target audiences	Benefits for people	Heritage outcomes	Resources	Costs	Timetables	Targets & measure of success	Methods of evaluation
culminating at the Bandstand The Community Engagement Coordinator will work with Strange Cargo to ensure: The costumes reflect the people who designed, built, have restored, saved and driven the Lift over the years are represented Key events in the history of Leas Lift is communicated through the Carnival People's memories of Leas Lift are celebrated e.g. the sounds, sights, children / families having had a family day out, not forgetting it is a key link from the Leas to the seafront			from direct and in-direct income via freelance commissions People will learn more about Leas Lift inspiring them to take part in activities, bring friends and family to the Lift and volunteer People will have a greater sense of pride as in icon of Folkestone will have been restored				parade on the day part in the carnival (497 people) Train at least 10 early career artists in carnival skills For at least 7,500 people to see the carnival parade 50% of the schools display their costumes.	Track economic benefits of project through contracts/ expenditure on materials etc.
Touring puppet show Commission will create a script, booth, puppets, and train actors. Show tours care homes as well as schools. e.g., AgeUK	Residents of Folkestone & Hythe District Council who have physical and learning	Entertainmen t provided in their community People feel involved, part	A wider range of people will have engaged with Leas Lift	See above regarding creation of show, booth Community Engagement	£20,250 for development of script, making puppets, booth, actors, travel (costs incl.	2024/2025 Commissioning Nov/Dec	To go to a minimum of 6 venues and put on at least 10 shows reaching a minimum of 150 people	Track no. of venues Track audience nos.

Activity	Target audiences	Benefits for people	Heritage outcomes	Resources	Costs	Timetables	Targets & measure of success	Methods of evaluation
Cheriton Base, Nepalese Community Centre, Touchbase and at least 3 care / residential homes These venues will be involved in the formative testing of the content as well as schools. See Appendix for brief.	disabilities, long term illness, communicati on barriers, or live in supported housing	of place making in Folkestone	as participants & volunteers. Leas Lift's heritage will be better explained through talks, tours, a puppet show and social media posts Folkestone will be a better place to live, work and visit because of the new opportunities to engage with heritage The local economy will benefit from direct and in-direct income via freelance commissions	Coordinator to lead on securing venues with Devt. Phase contacts Nepalese community centre to provide interpreter if needed	above in devt for schools	Devt. 27/12/2023 to 16/4/2024 Tour 17/4/2024 to 9/7/2024	Success: Targets and heritage outcomes are achieved Positive feedback from groups who may have limited opportunities in life.	Feedback from residents/ clients and staff Photographs Economic benefits measured by freelancers/ actors normal residence — will use a survey to measure how much has stayed in the local economy

Activity	Target audiences	Benefits for people	Heritage outcomes	Resources	Costs	Timetables	Targets & measure of success	Methods of evaluation
Workshops inspired by Leas Lift in the community Wellbeing activities in the community Build on the success of the Strange Cargo Memories project during the Development Phase Commission freelancers to deliver workshops in the community to raise awareness of the Leas Lift, share information about the history and get them to respond Focus to be on health and wellbeing e.g. working with groups with people living with early stages of dementia. Reminiscence therapy approach — postcards initiating conversations Other ideas, responding to feedback in the Devt Phase from partners are writing poems about Leas Lift, using different art medium, painting, photography	Residents of Folkestone & Hythe District Council who face financial and physical barriers to participation e.g. Older members of the Nepalese Community Age UK clients e.g. Cogs groups meeting at Cheriton base AgeUK clients meeting at other venues across the District People attending	Opportunity to take part in a different activity, providing variety and new opportunities, which can create conversation with others Social opportunities Opportunities to share memories with family members	A wider range of people will have engaged with Leas Lift as participants & volunteers. People will have greater wellbeing from participating in walks, and therapeutic heritage activities	Lead: Community Engagement Coordinator Venues provided by partners Copies of postcards/ props as stimuli Art materials	Professional fees: £4,200 (12 days @ £350/day) Freelance budget 8 days in 2024 & 4 days in 2024 to also deliver workshops for wellbeing	Develop during summer 2024 and deliver during autumn 2024, after the Puppet show has toured as part of a wider programme	Deliver 12 workshops 120 people take part To use the 12 days of art workshops to reach as many people in the community as possible	Formative evaluation of workshops through initial pilot Track no. of workshops and participants Obtain demographic profile/ characteristics of participants through photographs/ partners Track heritage outcomes via gatekeepers and participants if appropriate Record workshops and/or work through photographs/ Vorkshop leader collect

Activity	Target audiences	Benefits for people	Heritage outcomes	Resources	Costs	Timetables	Targets & measure of success	Methods of evaluation
	MIND groups							feedback informally
	Charities supporting people with dementia							
'Ride the Leas Lift' – Celebration events for partners During the soft opening period partners who have taken part in the Community projects will be given a free ride and refreshments as a celebration of the opening	Nepalese Centre AgeUK, Cheriton Touchbase Members of the Advisory Groups	Get a preview, VIP treatment thanking them for being part of the project People feel they are valued	A wider range of people will have engaged with Leas Lift as participants & volunteers. The local area is a better place to live, work or visit	Bus/ taxis for Nepalese community and AgeUK participants to get to The Leas/ return to Cheriton Need sections of the café pre- booked for groups	Other costs – £1,000 to include allowance for travel and for refreshments for participants	May 2025	30 members of the Nepalese community Nine people from AgeUK (3 taxis) A group of 15 clients from Touchbase Success will be partners taking up the offer and people enjoying themselves	Track no of organisations and participants Verbal feedback on the day and emails afterwards Photographs
Community competitions and exhibitions	Residents of Folkestone & Hythe	Opportunity to take part in a local competition	A wider range of people will have	Lead: Community Engagement Coordinator	Equipment & materials budget: £1,000 for	From opening through to December 2026	Target: Competition in 2025 and 2026	No. of entrants Diversity of entrants

Activity	Target audiences	Benefits for people	Heritage outcomes	Resources	Costs	Timetables	Targets & measure of success	Methods of evaluation
The Interpretation designers have allocated a space in the café for community exhibitions. This will be used to display work created in the health and wellbeing workshops and school projects. Two competitions will be run to engage the local community during 2025/2026, a poetry and a photography themed one – capturing Leas Lift. Well known creatives will be sought to award prizes. Advisory groups will be invited to help judge. There will be different categories by age. Also opportunity to have small, themed exhibitions on specific topics which have not had such in-depth coverage in the exhibitions but where there is public interest.	District Council Local primary and secondary schools, and students at Folkestone College, and partners will be invited to participate	to capture Leas Lift Opportunity for emerging artists to show case their work	engaged with Leas Lift Leas Lift's heritage will be better explained through a new interpretation scheme, tours, talks, and accessible resources Folkestone will be a better place to live, work and visit because of the new opportunities to engage with heritage	Frames to display work Research volunteers to help compile material for any temporary exhibitions and script write (training will have been undertaken during 2024)	competitions and changing exhibitions Volunteer training budget – allocation in 2024 for research, script writing Volunteer expenses towards any volunteer costs	Programme to be developed by CEO in partnership with Community Engagement Coordinator & Marketing & Events Officer	I 00 entries each year by the public = 200 participants Success will be: Reaching targets Involving children from Beacon School Partners taking part Attracting well known creatives to judge the competition Exhibitions in the café which I 0,000 people see	captured through categories e.g. age group, postcodes Photographs of outputs No. of people who engage with outputs on social media Press coverage ePOS system from café which will estimate footfall during the exhibitions
PUBLIC PROGRAMME								

Public talks to raise awareness of the project, share progress and give advance of hard hat tours	Activity	Target audiences	Benefits for people	Heritage outcomes	Resources	Costs	Timetables	Targets & measure of success	Methods of evaluation
Chiliate/ Sustainability	awareness of the project, share progress and give advance of hard hat tours We know from the consultation that there is an appetite for talks about the Lift and history. We have put together a minimum programme below, but will respond to other opportunities and demand 'Town Hall Talks' in Folkestone during March and September 2024 will update the public on the project and be more focused on actual restoration work Public talk about the heritage significance of Leas Lift within the context of the town's lifts, and the development of Victorian Folkestone (Stephen Levrent potential speaker)	Folkestone& Hythe District Council Day trippers Virtual	about the project Understand timetable and progress Feel they are part of the restoration / place making Free talks - no barriers to participation Can also view online People can learn about volunteering and other ways of helping the	range of people will have engaged with Leas Lift as participants & volunteers. Leas Lift's heritage will be better explained through talks, tours People will learn more about Leas Lift inspiring them to consider careers in the sector, take part in activities, and volunteer People will	Community Engagement Coordinator Rooms for talks e.g., Library, Burstin Hotel Speakers e.g. Stephen Levrant, Trustees Librarians can also input Promote through social media, local history groups, SPAB, Victorian	materials for activities: £2,100 mobile protector & screen Professional fees: £1,800 for speaker costs Speaker travel Marketing budget posters for libraries Need online talk to have sub-titles, or one talk to be BSL or audio described (will respond to	2025 before the Lift re-	75 people attend Town Hall talks in March & Sept 2024 (=150) 100 people attend talk about heritage significance 50 people attend talk about climate change/ design 200 Go Folkestone members read article For one talk to be uploaded onto YouTube and receive at least 100 views Success will be: Targets are exceeded	events Track no. of participants Track no. of digital views of talks Feedback forms / emails after events Photographs of events Track press coverage Track no. of new volunteers

Activity	Target audiences	Benefits for people	Heritage outcomes	Resources	Costs	Timetables	Targets & measure of success	Methods of evaluation
(ACME with engineers, Ed			buildings and				becoming	
Wealand, Trustee)			engineering				volunteers	
			can address					
Article written for Go-			climate					
Folkestone's magazine			change					
(Research volunteer			Change					
working with Community								
Engagement Coordinator)								
Hard hat tours during	Residents of	People can	A wider	Leas Lift	Activity other	2024/25 to fit	Targets:	Track tours
2024/2025 to give 'sneak	Folkestone&	see the Lift	range of	Community	costs: £2k for	with		and nos.
views' of the restored	Hythe	being	people will	Engagement	Refreshments,	restoration	Tours for key	attending
Leas Lift	District	restored and	have	Coordinator	fee for BSL	programme –	stakeholders	
	Council	learn more	engaged	to book	communication	Lift works are	e.g. F&HDC,	Track
One of these tours will be		about the	with Leas Lift		assistant, cost	10/7/2024 to	Creative	organizations
recorded and uploaded	Including the	project	as participants	Clerk of Works to	of captions to	5/11/ 2024	Folkestone.	people are
onto the website to show	public, key stakeholders	More	& volunteers.		put tour on YouTube	Public	,	affiliated to
progress for people who are unable to access the Lift	. members	immersive	Leas Lift's	organise with Site Manager	TouTube	programme	FTC (3 × 10	through
during works	of local	experience		who are		likely to be 4 th	people = 30	booking form
during works	heritage	experience	heritage will	responsible for		Sept 2024 to	people)	Analytics to
Film, captioned of one of	groups,		be better	H&S		18 th Feb 2025		track views
the tours for people who	people who		explained	1.000		10 100 2025	For members	diack views
are unable to navigate site,	require		through talks,	Clerk of			of local	Feedback
or who do not live close	communicati		tours, and	Works or Site			heritage groups	forms to
	on assistant		social media	Manager to			(3 tours x 10	evaluate
enough.			posts	talk about			people = 30	heritage
	Digital			what is going			people)	outcomes – did
We may also have the	audiences		People will	on in the site			реоріс)	people learn
Architect, Engineers or Site			have learned	and/or other			Dublic to	new things/
Manager record snippets of			about	members of			Public tours =	understanding
updates and use this			heritage,	the			5 tours x 10 =	of climate
content in the marketing			leading to a	professional			50 people	change
campaigns			change in	team				
Capa.6.13			actions and					

Activity	Target audiences	Benefits for people	Heritage outcomes	Resources	Costs	Timetables	Targets & measure of success	Methods of evaluation
			ideas e.g.				BSL hard hat	
			volunteering				tour	
			People will				100 people	
			learn how				view hard hat	
			restoration of				tour online	
			historic				tour online	
			buildings and					
			engineering				F.1 6 1 1	
			can address				Film of a hard	
			climate				hat tour,	
			change				captioned and	
			change				posted on You	
			Folkestone				Tube for	
			will be a				people who are	
			better place				unable to	
			to live, work				attend – 100	
			and visit				views	
			because of					
			the new					
			opportunities					
			to engage with heritage					
				_				
Bespoke talks during	Adult special	Opportunity	A wider	Community	Laptop/project	2024-2026 as	Give 8 talks x	Track no. of
project about Leas Lift	interest and	to learn more	range of	Engagement	or included in	requested	40 people per talk = 320	enquiries and
Onsite or as outreach to	leisure groups	about Leas Lift	people will have	Coordinator to book in	equipment & materials cost		people (pre-	talks
groups depending on phase	within a 60-	LIIC	engaged	LO DOOK III	illaterials COSt		opening	Track no. of
of project	minute	Different talk	with Leas Lift	Community	Staff travel		period)	participants
1 -1	catchment	available for	as participants	Engagement	allowance to		' '	L an ara-barree
	e.g., U3A,	groups	& volunteers.	coordinator	allow for travel		And 4 talks x	Feedback
	WI, history			give talk			30 people on-	forms to
	groups,							evaluate

Activity	Target audiences	Benefits for people	Heritage outcomes	Resources	Costs	Timetables	Targets & measure of success	Methods of evaluation
	heritage		Leas Lift's	Projector/			site in 2026 =	heritage
	groups		heritage will	laptop to give			120 people	outcomes
			be better	off site tours				
			explained				Success will be the audience	Photographs
			through talks,				coming to ride	Tracking
			tours				on the Lift	donations
							when it is	
			People will				restored	
			learn more					
			about Leas				People	
			Lift inspiring				volunteering as a result	
			them to take				a result	
			part in				Groups giving	
			activities, and				donations	
			volunteer				towards the	
							talk to support	
			People will				the CIO	
			learn how					
			restoration of					
			historic					
			buildings and					
			engineering					
			can address					
			climate					
			change					
Develop and pilot a	a 'led' Residents of	Poorlo ara	A wider	Volunteers to	Equipment 9	Research	Involve 2	Formative
heritage walk start		People are signposted to	range of	undertake	Equipment & materials	(2024)	research	testing with the
at Leas Lift telling		other places	people will	research to	budget: £1,000	(2021)	volunteers	public – track
story of Leas Lift, t		from the Lift	have		allowance for	Piloting 2025		no. of
Metropole and	Council		engaged		printing leaflets			participants

Activity	Target audiences	Benefits for people	Heritage outcomes	Resources	Costs	Timetables	Targets & measure of success	Methods of evaluation
Sandgate Lift – develop route, script, undertake research. Run pilots, to improve Develop walk into a leaflet, so visitors can download walk from QR code/ or pick up a copy at the Lift - volunteers working with an Interpretation consultant to develop and proof read the script. Graphic designer to set. Would also be available in hard copies on recyclable paper. Designed to minimize coloured inks to be more sustainable. Develop a family walk from Leas Lift – same model, led by interpretation consultant	Adult special interest and leisure groups within a 60-minute catchment Day-trippers to Folkestone from within a 90 minute catchment	Helps visitors plan their day Social benefits of going on a heritage themed walk	with Leas Lift as participants & volunteers. Leas Lift's heritage will be better explained through talks, tours The local economy will benefit from direct and in-direct income via freelance commissions, and passengers	Inform content to develop talks Guides to lead walks	Professional fees: writing and proof reading Trails £1,600 (4 days @ £400/day) Professional fees: Graphic designer costs of producing a leaflet (3 days @ £400/ day)	Launch 2025 once the Lift is open	Involve 10 members of the public in testing the general walk Testing of family heritage walks involves 20 pupils and carers from one of the partner schools Have weekly heritage walks during the warmer months 24 walks x 12 people = 288 people 500 downloads of self-led walk	No. of outputs No. of walks and people booking onto walks No. of downloads of walks and tracking through visitor survey Photographs
Cliff railway Day 2026 - Steampunk/ Victorian theme: Free rides on the Lift for people who turn up in costume like its 1885	Residents of Folkestone & Hythe District Council	More and different types of events within Folkestone	A wider range of people will have engaged with Leas Lift as	Events budget License for the public for events that spill out of the Lift	Event costs: £7k for Cliff Railway Day (2026) £15k for Easter Egg, Halloween	2025/2026 once lift is open New CEO will work with Marketing & Events Officer	Targets – tbc Success will be: Using the events programme to drive footfall	Record no. of events Estimate no. of participants Visitor surveys

Activity	Target audiences	Benefits for people	Heritage outcomes	Resources	Costs	Timetables	Targets & measure of success	Methods of evaluation
(see Lynton & Lynmouth model) Easter Egg Hunt — from the beach, to encourage rides on the Lift Halloween at Leas Lift — rides at twilight for children, Lift decorated for Halloween, storytelling in the Lower Lift, café open with seasonal drinks/ food Father Christmas at Leas Lift — come and meet Father Christmas, Lower station decorated in Victorian style	Adult special interest and leisure groups within a 60-minute catchment Day-trippers to Folkestone from within a 90 minute catchment	More things to do with families Opportunitie s to have more immersive experiences	participants & volunteers. The local area will be a better place to live, work or visit because of the new opportunities to engage with heritage The funded organisation will be more resilient The local economy will benefit from direct and in-direct income via contracts, freelance commissions, passengers, and supply chains	Punch and Judy pop up booth and show developed for schools/comm unity	and Christmas events (2025/26) £Ik for Heritage Open Weekend events Equipment and materials budgets	and Community Engagement Coordinator to develop and test programme a	during the shoulder seasons To generate secondary income through the events programme e.g. meet Father Christmas at the Lift For people to then engage with the heritage of the Lift and to make a return visit	Photographs Press coverage Additional no. of trips on the Lift compared to normal 'day' Secondary income and profit from running an events programme Income as % of revenue

Activity	Target audiences	Benefits for people	Heritage outcomes	Resources	Costs	Timetables	Targets & measure of success	Methods of evaluation
HERITAGE SKILLS STRAND								
Apprenticeship – part of main contract This apprenticeship will be written into the main contract by the Project Manager. The purpose is to ensure the contractor provides social value. The aim would be to have a local young person working for a local company and that they can use their experience on site towards their NVQ/T-Level	Main contractor e.g., apprentice uses the experience towards their NVQ.	Opportunity to work on a local project, unique piece of industrial Victorian engineering and Grade II* buildings	A wider range of people will have engaged with Leas Lift as apprentices. People will learn more about Leas Lift inspiring them to consider careers in the heritage sector, apply for jobs, take part in activities, and volunteer People will learn how restoration of historic buildings and engineering can address	Part of the tender documentation for the main contractor against which they will be scored. Contractor manages them.	Included in the main contract	Likely to be 24 weeks between 10/7/2024 and 18/3/2025 Person will also be in College some of the time	An apprentice is on-site throughout the capital work obtaining experience of working on a Grade II* listed building (Target = 24 weeks) Success – they can use the experience towards their NVQ2/3	Structured interview with open/closed questions at beginning and end of project to measure difference in skills, confidence, attitudes towards heritage Photograph (if consent given) of apprentice working on the building

Activity	Target audiences	Benefits for people	Heritage outcomes	Resources	Costs	Timetables	Targets & measure of success	Methods of evaluation
			climate change					
Careers talks, tours and projects with Folkestone College students Talks by the professional team and staff at Career's fayres. Regular visits to the site by students on built environment courses so they can learn more about heritage restoration projects and sustainable design e.g. use of ASHP, PV panels, passive interventions, restoration techniques.	Young People living and/or studying at Folkestone College students including Junior College e.g. Built Environment Students Catering students	Young people have practical experience, develop skills, which they can talk about/ show future employers Young people have a better idea of the types of roles available in a heritage transport site	Leas Lift's heritage will be better explained through talks and tours A wider range of people will have engaged with Leas Lift People will learn more about Leas Lift inspiring them to consider	Lead: Community Engagement Coordinator Clerk of Works to ensure site access Strange Cargo – lead on Charivari	Paid Training Placement Budget: Work experience travel/subsisten ce budget of £1,600 over 3 years for all work experience/ placements (excl paid sandwich placement)	Years I to 3 From 29 th Nov 2024 to Dec 2026	50 students x 2 careers talks in 2024 and 2025 At least 2 students get involved in the Youth Advisory Group 2 on-site talks to 15 students = 30 students I Built Environment Student obtains 2 weeks work experience with the Clerk of Works or contractor	Record no. of talks, events, projects & students who get involved Record no. of students involved in Youth Advisory Groups Record no. of weeks of placements Use structured survey to interview students
Work placements for students on the Built Environment and catering courses	Creative Edge Students Junior College		careers in the heritage sector, apply for jobs, take part in activities, bring friends and family to				I catering student obtains 2 weeks work experience in the café 10 Creative Edge students	Feedback from students to evaluate heritage outcomes Photographic record

Activity	Target audiences	Benefits for people	Heritage outcomes	Resources	Costs	Timetables	Targets & measure of success	Methods of evaluation
Involving the Junior College (Year 10/11 students) in Charivari. Project work with the Creative Hub e.g. documenting the project through photography, creating an advertising or social media campaign, and designing trails. The projects will be co-curated by the students.			the Lift and volunteer People will learn how restoration of historic buildings and engineering can address climate change People will acquire knowledge and develop skills in research,				respond to live briefs 30 students are invited to VIP rides when the Lift opens 20 Junior College students are involved in Charivari One exhibition of Folkestone College students from Folkestone College apply for junior jobs	Monitor job applications from Folkestone College students
Programme of projects and trips with Engineering students, Canterbury Christ Church University 2023/24 academic year Group of 3rd year students use engineering and science knowledge	Engineering students, Canterbury Christ Church University Some may live in Folkestone		marketing, carnival and costume making skills, communicatin g heritage engineering to children	Lead: Community Engagement Coordinator Teachers from The Beacon and Mundella school where students will test the model		Academic years 2023/24 2024/25 2025/26	at the Lift For 5 final year engineering students to build a working model of the Lift which becomes part of the handling collection	

Activity	Target audiences	Benefits for people	Heritage outcomes	Resources	Costs	Timetables	Targets & measure of success	Methods of evaluation
to build a Leas Lift working-model which they will trial with partner schools (Beacon and Mundella Schools have already confirmed they will take part). This will develop their skills to be able to conceive, design, implement and operate a working model that fulfils the brief of education ease of use and mobile practicality for STEM outreach. Trips will be organised to Leas Lift for the students to enable them to experience Victorian engineering and to see a real-life restoration project and how the team are solving issues of replacing components. They will also learn more about how ACME are designing a passive building to minimise the carbon footprint during build and operation.				Clerk of Works to organise site visits during restoration works Trustee to help organise talks CCCU is providing resources for model and has written the brief in supported by Activity Planner Contact: Head of Engineering – see Letter of support			30 engineering students visit the Lift in 2024/25/26 for talks /tours = 90 students I engineering student undertakes at least 2 weeks of work experience during the project 30 students attend virtual careers talk To involve at least 5 students in evaluation of the carbon footprint of the Lift (2025/26 Minimum of one student or staff member volunteers at the Lift.	

Activity	Target audiences	Benefits for people	Heritage outcomes	Resources	Costs	Timetables	Targets & measure of success	Methods of evaluation
A Trustee or other								
engineer will contribute								
to a career's talk								
Students will be offered								
work experience								
opportunities that								
complement their								
studies.								
Students visit the site to								
learn more about								
engineering, passive								
design, climate change.								
Students support the								
Evaluation Consultant in								
monitoring the carbon								
footprint of the Lift as a								
project, once it is in								
operation								
Work shadowing and	Folkestone			Community		Academic years	Folkestone	
work experience	College			Engagement			College: 2	
opportunities	students			Coordinator		2023/24 –	weeks of work	
	Nuffield			lead for		Nuffield Research	experience for student on the	
General work	Research			placements		Placement with	Built	
experience: Front of	Placement			Staff members		one of the	Environment	
house, learning,	(Year 12)			will manage		consultant	course in Yr I	
community engagement,	` ′			depending on		team	and for a	
marketing, I day p.w. or				focus of work			catering	
week-long. A				experience		2024/25	student in Yr 2	

Activity	Target audiences	Benefits for people	Heritage outcomes	Resources	Costs	Timetables	Targets & measure of success	Methods of evaluation
programme would be developed with each student in advance	6 th formers (local schools) University students					2025/26	Nuffield Research Placement during Yr I for 2 weeks 3 students from local schools/college obtain 2 weeks experience (=6) during Year 3 Students leave having obtained knowledge and skills and a reference to help support further work experience or job	
Internships will be slightly longer opportunities Short unpaid internships for young people to obtain experience in heritage operations and learning (or marketing/business)							applications. 2 young people under 25 obtain a minimum of four weeks' work experience = 8 weeks in total	

Activity	Target audiences	Benefits for people	Heritage outcomes	Resources	Costs	Timetables	Targets & measure of success	Methods of evaluation
Sandwich year placement for University of Kent student Summary of role: Providing administrative and research support to the Marketing & Events Officer; developing content for social media channels; Assisting with minimarketing campaigns to promote specific events and developing content for social media; developing and maintaining databases	University of Kent student seeking a placement year – likely to be a Business or Marketing Student	Young person obtains a year's paid experience enhancing their employability after University	A wider range of people will have engaged with Leas Lift People will learn more about Leas Lift inspiring them to consider careers in the heritage sector, take part in	Community Engagement Coordinator is lead contact University of Kent – working with the Employability team to access young person (18 to 24 years) Interview panel of Trustees/ staff at the Lift	Paid training placement budget: £23,434 National Living Wage estimated at £10.50/hr. x 37 hours x I year + 16% on-costs Calculated so that over 23 year olds can apply	Recruited during 2024/25 academic year Start from July/Sept 2025, through to June/Aug 2026 depending on student	A young person under 25 obtains a minimum of 46 weeks of work experience Success: Leave placement having obtained more knowledge and new skills which helps secure employment	Structured interview with open/closed questions at beginning and end of project to measure difference in skills, confidence, attitudes towards heritage Photograph Interviews with staff
to support marketing activity; helping with events; idea generation for events programme; Support the front of house team as			activities, and volunteer People will acquire knowledge	Salary based on 2025 minimum wage				Track no. of weeks on placement Follow up at

Activity	Target audiences	Benefits for people	Heritage outcomes	Resources	Costs	Timetables	Targets & measure of success	Methods of evaluation
required to ensure a warm welcome to all visitors; assist with the evaluation of events. See Appendix G for a role description which has been agreed with the Careers' Team			and develop skills in heritage marketing and events management at a heritage site People will learn how restoration of historic buildings and engineering can address climate change The local economy will benefit from direct and in-direct income via new jobs	Take part in general training programme To be supervised by Marketing & Events Officer Key contact: Matt Cook, M.T.Cook@ke nt.ac.uk Annamarie Hall Employability Coordinator Careers & Employability Service, Canterbury employabilityp oints@kent.ac.uk				to see longer-term outcomes
Development of accessible resources, films, and tours • Development of a social story			Leas Lift's heritage will be better explained through		Professional fees: designing a social story with Access Advisory Group £800		100 people view hard hat tour	

Activity	Target audiences	Benefits for people	Heritage outcomes	Resources	Costs	Timetables	Targets & measure of success	Methods of evaluation
 Visual story Creating a film showing the Leas Lift experience with captions Filming of a hard hat tour with captions for people who can't access the site British Sign Language / communication for any films on the website, for tours on-site Developing materials in Makaton, Widget based 			accessible resources, A wider range of people will have engaged with Leas Lift as participants & volunteers The local economy will benefit from direct and in-direct income via commissions		Professional fees: creating a visual story £1,500 Professional fees: Filming hard hat tour and adding captions £500 Professional fees: BSL £2,500 Professional fees: developing worksheets in Makaton, Widget based etc £1,200			
VOLUNTEERING Create new volunteering programme to include: Oral history, research, event volunteers, Guides/ Heritage Walk Leaders, speakers, maintenance, gardening, and marketing/ evaluation volunteers	Residents of Folkestone & Hythe District Council	Social benefits of volunteering with others Opportunitie s to obtain experience to further career	A wider range of people will have engaged with Leas Lift as participants & volunteers People will have	Community Engagement Coordinator to recruit Also managed by Marketing & Events Officer and Commercial &	Volunteer training budget: £2k maintenance training £500 for garden familiarisation	Throughout project	To provide 113 volunteering opportunities To have a minimum of 40 unique volunteers Volunteers give 2,251	Volunteer tracker – numbers of volunteers, hours, type of activity Photographs Volunteer survey to

Activity	Target audiences	Benefits for people	Heritage outcomes	Resources	Costs	Timetables	Targets & measure of success	Methods of evaluation
Volunteer Trustees will continue See Appendix for role descriptions			greater wellbeing from volunteering - connecting with other people, learning, and	Operations Manager See Business Plan for organisational chart.	Volunteer Expenses budget: £1500 over 3 years, thank you events		volunteer hours Valued at £45,020 To have an annual thank you event for	evaluate heritage outcomes
			finding enjoyment from giving back Folkestone's leas Lift CIO				volunteers Volunteers report health and wellbeing outcomes Volunteers	
			will be more resilient as the CIO will have recruited more volunteers and trustees				include young people and people from organisations we have worked with e.g. Touchbase, Nepalese	
			providing greater capacity, knowledge, and skills				Centre	

APPENDIX C: SUMMARY OF PARTICIPANT TARGETS

	<u>Yr I -</u> 2024	<u>Yr 2 -</u> 2025	<u>Yr 3</u> 2026
Participants			
Oral history project	10	-	-
Memory café & drops at library/museum	50	-	-
Teacher's Advisory Group (& STEM Ambassadors)	26	26	26
Access Advisory Group	10	10	10
Youth Advisory Group	6	6	6
Puppet show Performance x 6 schools Puppet show Performance x 6 comm.	1500	-	-
Venues	150	-	-
Projects with partner schools (2024/25)			
(a) Assemblies	615	615	-
(b) Classes working with CCCU students (Mundella/Beacon)	30	-	-
(c) Careers talk at Mundella	30	30	30
(d) Local History Themed Week (May 2024) at Mundella	100	-	-
(e) Sustainability Themed Week (May 2025) Mundella	-	100	
(f) Contribution to themed week (May 2026) Mundella - topic tbc	-	-	100
(g) Co-curation of case at Folkestone Town Museum	-	30	-
(h) Time capsule project with one class at partner school	30	-	-
(i) Testing of school pack/loan boxes	-	120	-
(j) INSET days for teachers	-	10	20
(k) School groups (2025/26) engaging in workshops	-	245	840
(I) Testing of family heritage walk with schools	-	20	-
(m) Charivari workshops/ parade (2024/2025)	715	8001	-
(n)Workshops with focus on health & wellbeing	40	40	40
(o) ride the Leas Lift celebration events for partners	-	54	-
(p) Community competitions and exhibitions	-	100	100
(q) Public programme talks (2024/2026)	495	150	120
(r) Hard hat tours	60	58	-
(s) Bespoke heritage talks to groups	160	160	120
(t) Heritage walks (pilot) & delivery phase	-	10	288

	<u>Yr I -</u> 2024	<u>Yr 2 - 2025</u>	<u>Yr 3</u> 2026
Folkestone College projects			
(a) Talks by professional team/staff	50	50	-
(b)Visits to site by students	15	15	-
(c) Involvement in Charivari	20	20	-
(d) Project work during project <u>Canterbury Christ Church University</u> <u>projects</u>	10	10	10
(a) Final year project building & testing model	5	5	-
(b) Visits to Leas Lift	30	30	30
(c) Evaluation of Carbon footprint	-	5	5
(d) Careers talk	-	30	
The Stem Hub - online talk for Ambassadors/teacher focus group	26	-	-
University of Kent - talk to students School trips (autumn 2025 to Dec	-	25	-
2026)	-	240	720
Photography /poetry competitions	-	150	150
Special events - cliff railways, Halloween, easter	-	200	750
	4,183	10,565	3,365

	<u>Yr I -</u> 2024	<u>Yr 2 - 2025</u>	<u>Yr 3</u> 2026	Weeks
Work experience opportunities				
a) Apprentice - part of main contract	I	-	-	24
b) Work experience - Built Envt student, Folkestone College	I			2
c) Work experience - Catering student	-	I	-	2
d) Work experience - Engineering student, CCCU	-	1		2
e) University of Kent, I year placement f) Nuffield Research Placement, Year 12	-	I	I	46
student	1	-	-	2
g) Short internships (2025/26) - Folkestone College, CCCU h) Work shadowing/ work experience -	-	I	I	8
local schools/colleges	-	-	3	6
				92

APPENDIX D: VOLUNTEER ROLES

INTRODUCTION/ TEXT TO GO ON WEBSITE

Leas Lift has been at the heart of Folkestone for nearly 140 years, and its current conservation and renovation project will restore a much-loved visitor attraction to serve the community once again, not only as a form of transport but as a place for community memory and local events. If you have had fond memories of your experiences at Leas Lift and would like to get involved with caring for its future, we have several volunteer roles available. Join our team!

Whether you are recently retired or a student, looking for new challenges or the opportunity to gain a new skill, we have a role for you. We have a variety of roles which can fit around your schedule and your interests. We provide training where needed and all volunteers receive an induction.

We are looking for volunteers interested in undertaking a variety of roles including: guiding visitors around Leas Lift, participating in research and events, getting involved in our memories project, gardening and maintenance; or maybe you have other skills you can offer!

In return we can offer you training, the opportunity to develop new skills and gain experience volunteering at a heritage site, a chance to meet new people and to be part of an exciting and interesting project that benefits our local community. We would love to hear from you!

(insert contact details or interest form to download and fill out)

ROLE DESCRIPTIONS

Oral history volunteers

Purpose of the role

Become involved with the delivery of our oral history memory project.

The role includes:

- Conducting oral history interviews
- Transcribing oral history interviews
- Oral history training

This role would interest you if you:

- Enjoy meeting and talking to people from a wide variety of backgrounds
- Have good attention to detail
- Are a good listener
- Are confident and friendly with strong communication skills
- Have an interest in, or knowledge of the local history, or a willingness to learn
- Enjoy learning more about our local history and Leas Lift

You may be required to undertake Safeguarding training.

(Volunteer manger: Community Engagement Coordinator)

Research volunteers (oral histories, research to inform interpretation and trails)

Purpose of the role

To research and source material for our exhibitions, interpretation, and events.

The role includes:

- Scanning of documents, identifying and sourcing photographs
- Research to inform and support interpretation and the development of heritage walks, talks and school sessions
- Photographing items for use on social media and by researchers
- Conducting research
- Writing up research for online use

This role would interest you if you:

- Have good written communication and research skills.
- Have an interest in, or knowledge of the local history, or a willingness to learn
- Are confident using a computer and accessing online sources
- Enjoy learning more about our local history and Leas Lift

(Volunteer manger: Community Engagement Coordinator)

Event volunteers

Purpose of the role

To assist with the planning and delivering of our event and outreach programme.

The role includes:

- Planning activities, dates, and locations
- Sourcing craft materials and resources for activities
- Drafting posters and publicity, including short articles for the website
- Facilitating events at the Lift and offsite, welcoming visitors, giving them information about the activities

This role would interest you if you:

- Have good communication skills and enjoy talking to people
- Enjoy creative and crafty activities and can pass on skills to children and families.

- Have an interest in or knowledge of our local history and Leas Lift
- Have experience working with children and families
- Want to get involved with Leas Lift and the local community but cannot volunteer your time on a regular basis
- You may be required to have a DBS check and take part in safeguarding training.

(Volunteer manger: Marketing and Events Officer)

Tour guides/ heritage walk leaders

Purpose of the role

To lead small groups of visitors around Leas Lift and the surrounding area on guided tours and heritage walks.

The role includes:

- Guiding groups of visitors around Leas Lift
- Leading heritage walks in the local area
- Sharing your knowledge and the history of Leas Lift with visitors
- Answering visitors' questions

This role would interest you if you:

- Enjoy meeting and talking to people from a wide variety of backgrounds
- Have strong communication skills and a good memory
- Have an interest in, or knowledge of the local history, or a willingness to learn
- Enjoy learning more about our local history and Leas Lift

(Volunteer manger: Community Engagement Coordinator)

Maintenance/garden Volunteers

Purpose of the role

To help maintain Leas Lift as a functioning heritage site, including keeping the greenery and green spaces in top order.

The role includes:

- Maintaining the garden beds by planting, watering, pruning, weeding, and thinning
- Keeping the paving and pathways weed-free

- Inspecting the hard landscaping
- Visual inspections of the roof areas and rainwater goods
- Visual inspections/checks on ironmongery
- Visual inspection of external railings
- Testing lights and reporting defects

This role would interest you if you:

- Enjoy gardening, or willing to learn
- Can work individually or part of a team to maintain the site
- Have good attention to detail
- Responsible approach to health and safety

(Volunteer manger: Commercial and Operations Manager)

Marketing and evaluation volunteers

Purpose of the role

To assist with the development of our marketing and publicity of events, and the evaluation of events

The role includes:

- Drafting posters, and publicity on website and social media
- Undertaking leaflet drops locally for events
- Distributing feedback forms at events/ surveying visitors
- Processing feedback forms
- Compiling social media statistics
- Helping to collate a photographic archive of the project

This role would interest you if you:

- Have good written communication skills
- Have good attention to detail
- Are confident using a computer and programmes such as Canva/publisher and SurveyMonkey
- Enjoy meeting and talking to people from a wide variety of backgrounds
- Have any connections with local advertising opportunities

(Volunteer manger: Marketing and Events Officer)

Trustees

Purpose of the role

To oversee the management of Leas Lift Folkestone. To provide vision, direction, control, and accountability in fulfilling the Trust's public purpose.

Trustees main duties are to:

- Ensure that Leas Lift fulfils the objectives set out in its governing document
- Ensure that Leas Lift complies with all relevant regulations, such as those set out in charity law, company law and employment law.
- Be responsible for forward planning, policy-making, agreeing targets and evaluating how well Leas Lift is doing.
- Ensure that resources, including the finances, are well-managed.

This role would interest you if you:

- Have a commitment to our vision and values, and to support our core purposes
- Have an ability to think strategically and creatively to help us achieve our vision and to better serve and work in partnership with all our stakeholders.
- Have good judgement with a willingness to be open, ask challenging questions and help find solutions.
- Are able to work collaboratively and as part of a team.
- Are willing to learn about the legal duties and responsibilities of trusteeship.

Each trustee brings their own skills, knowledge, and experience to help the Board reach sound decisions. This may involve leading discussions, focusing on key issues, and providing advice and guidance.

Note: specific areas such as operation of a heritage transport provider, community engagement, branding etc. will be added as these skills are required and vacancies appear on the Board.

APPENDIX E: COMMUNITY ENGAGEMENT COORDINATOR ROLE DESCRIPTION



Leas lift: Restoring Folkestone's gem for the community

Community Engagement Coordinator, Job Specification

LOCATION: Leas Lift, Folkestone

ACCOUNTABLE TO: Directors, Folkestone Leas Lift CIO

DURATION: 3 years FTE. From 2027 the role will become 0.5 FTE

INTRODUCTION & CONTEXT

Folkestone Leas Lift is a Grade II* (Historic England No. 1061185) cliff funicular railway situated in the Leas & Bayle Conservation Area in Folkestone. Part of the fabric of Folkestone, it is well loved by the people of Folkestone, many of whom have precious memories of visiting as a child and adult. This was brought home during public consultation. Their affection for Leas Lift, and memories were deep and moving when we asked them what they valued about it.

"Very happy memories stretching over nearly 70 years"

"It is part of the story of Folkestone and makes Folkestone what it is"

"It's the town's heritage, it's a beautiful construction, plus being disabled means I can get up to the town quickly and enjoy the views in style!"

In 2023 the Directors of Folkestone Leas Lift CIO secured a £X.X grant from the National Lottery Heritage Fund. During the 18-month development phase an Activity Planner worked with Kent Coastal Volunteering (KCV) and Strange Cargo on a project to involve people whose voices are often hidden. Relationships were built with the Beacon School, AgeUK, MIND, the Nepalese Centre, Touchbase, a day centre for adults with learning and

physical disabilities, local schools, Folkestone Museum, and the Library service. A three year Activity Plan was developed based on the consultation.

PURPOSE OF THE ROLE

The purpose of this new Community Engagement Coordinator role is to co-ordinate the delivery of the heritage engagement activities developed during the development phase. These include:

- Recruiting and managing Research and Oral history volunteers to develop content for the interpretation scheme and resources
- Outreach projects with four Folkestone schools prior to opening
- A touring puppet show to schools and care homes
- The development of a school offer in partnership with Folkestone Town Museum
- A Leas Lift themed carnival in 2025 delivered by Strange Cargo, a local arts participatory company
- Outreach workshops with older people in the community, led by freelancers
- Developing heritage talks, tours, and trails for the public with interpretation and graphic designers
- A set of internships, and work experience opportunities with local colleges, and universities
- Organising regular Youth, Access, and Teacher Advisory groups
- o Recruiting, inducting, and managing a new volunteer corps

The role will initially be line managed by the Board, and from autumn 2024, by the new CEO.

Once funding from the National Lottery Heritage Fund expires on 31/12/2026 the role will become part time (0.5 FTE) as community engagement is embedded into the organisation. The focus at this point will be ensuring that Leas Lift remains inclusive, volunteering is sustained, partnerships continue and as project funding becomes available, projects which enable deeper engagement with target audiences are developed and delivered.

Key Responsibilities

To deliver a 3 year Activity Plan which includes:

- The recruitment and management of oral history volunteers and researchers to ensure the interpretation designers have content on time
- To liaise with local 6th forms, colleges, and universities to enable on-site visits, deliver internships, work experience and work shadowing opportunities
- To work with Strange Cargo to deliver a themed Leas Lift Charivari

- To work with freelancers to develop and tour a puppet show
- To organise, and promote the delivery of onsite and virtual events, talks and walks
- To work with four local schools to deliver a series of outreach events and co-create four teacher's packs (professional support will help design and develop the content)
- To recruit young people to a Youth Advisory Group
- To re-engage stakeholders and participants from the Development Phase to form an Access Advisory Group
- To re-engage a group of teachers who have volunteered to sit on a Teacher's Advisory Group
- To recruit, induct and rota volunteers to support the delivery of the Activity Plan and provide volunteer management support across the operation
- To organise a programme of volunteer training
- Communicate with stakeholders and audiences using direct and digital marketing (e.g. e-newsletter, Facebook, Instagram) until the Marketing & Events Officer is appointed
- To work with the external Evaluation Consultant to ensure evaluation improves
 performance and monitors progress against targets. Input where required into quarterly
 reports for the National Lottery Heritage Fund
- Manage deadlines and communicate these with line manager
- Plan and prioritise workload to ensure the programme of heritage activities are delivered on time and within budget.
- Undertake such other duties as required

ESSENTIAL CRITERIA

Essential

- Minimum of 2 years' experience delivering a community engagement programme, in a heritage, arts or similar setting
- Passion for audience development
- Creativity to develop activities to engage audiences with heritage
- Experience of commissioning and managing freelancers
- Experience of volunteer management
- Good verbal and written communication skills, with the ability to communicate comfortably and confidently with a variety of audiences
- Highly organised with good attention to detail
- Excellent customer service skills and telephone manner
- Excellent IT skills
- Works well under pressure
- Able to use own initiative whilst recognising when to refer to line manager
- Willingness to work flexibly as part of a team
- Ability to prioritise and organise workload

• 'Can do' attitude and problem solver

Desirable

 Knowledge and experience of delivering a National Lottery Heritage Fund or Big Lottery Fund project

Signed by the Employee:	. Date:
Signed by representative of Leas Lift CIC:	
	Date:

TERMS AND CONDITIONS

Period of employment: Permanent Role to December 2026.

At this point the role will become fractional and focus on retaining audiences, volunteer recruitment and management.

Salary: £29,000

Working hours: 37 hours per week with some flexibility for evening/ weekend

working

Holidays: The fulltime holiday entitlement is 20 days paid holiday per

year excluding public holidays

Pension: Employer contribution equivalent to 2% of the gross salary

paid monthly into the auto-enrolment pension scheme.

Sickness/Absence: You will, if eligible, be paid Statutory Sick Pay in accordance

with the legislation applying at the time.

Location: The post holder will be expected to work at Leas Lift, with

some flexibility for home working.

Expenses: All reasonable working expenses will be met at an agreed rate

with Leas Lift. You will not be reimbursed for travel from

your home to your agreed workplace.

The appointment is subject to a three month probationary period and may be extended if necessary.

FOR ALL APPLICANTS:

Safeguarding Regulations: Leas Lift is committed to the safeguarding and protection of all young people and adults and we and other schools and partners will need to undertake an enhanced DBS check on you. A condition of your employment will be that you complete such applications whenever requested to do so and that the checks confirm that there are no reasons why you should not work with children or vulnerable adults.

Appraisal: There will be an appraisal after three months, to confirm the probationary period, and each year thereafter.

Review of roles: The role will be reviewed at the annual appraisal. Leas Lift CIO have the right to alter duties in accordance with the needs of the project.

APPENDIX F: BRIEF, DEVELOPMENT OF PUPPET SHOW

Leas lift: Restoring Folkestone's gem for the community

Brief to develop and deliver a touring puppet show telling the story of Leas Lift

Introduction

Folkestone Leas Lift is a Grade II* (Historic England No. 1061185) cliff funicular railway situated in the Leas & Bayle Conservation Area in Folkestone. Part of the fabric of Folkestone, it is well loved by the people of Folkestone, many of whom have precious memories of visiting as a child and adult. This was brought home during public consultation in 2022/23 as part of the project's Development Phase. Their affection for Leas Lift, and memories were deep and moving when we asked them what they valued about it.

"Very happy memories stretching over nearly 70 years"

"It is part of the story of Folkestone and makes Folkestone what it is"

"It's the town's heritage, it's a beautiful construction, plus being disabled means I can get up to the town quickly and enjoy the views in style!"

During the Development Phase the project's Interpretation Designers, Studio Eger developed plans for the proposed exhibition in the east waiting room in the Lower Station at Leas Lift. Alix Slater Consultancy & Training Ltd. developed a 3 year Activity Plan in response to public consultation. Now the project is in the delivery phase we are seeking a local arts participatory company to develop, deliver and record a touring puppet show. The purpose of the show is to engage children and adults in a fun and engaging way with the history of Leas Lift so that they understand the significance of Leas Lift in the development of Folkestone.

We are expecting a 40 minute show of approximately 8 to 10 scenes that tells the story of the Lift's history, for example how it was constructed, key events, such as the loss of the assistant engineer's arm in an accident, the Lift during its heyday in Edwardian times, and the lift during wartime.

We have planned for the puppet show to go on tour to schools during the summer 2024 term. This would include Mundella School, Castle Hill School, The Beacon, and St. Eanswythes School, plus at least two more local schools in Folkestone. We are expecting the whole school to see the show, using their school halls.

We would also like the show to tour 6 residential homes and day centres during summer 2024 e.g. The Nepalese Centre, Age UK and at least four more day centres and/or residential care homes in Folkestone.

The appointed company will have access to the Conservation Management Plan, Interpretation Plan, Interpretation Designs and a list of objects and research which was compiled by an Archivist in April 2024. We are not expecting them to undertake any additional research.

The appointed company will report to the Community Engagement Coordinator

Outputs are:

- A script
- Production of a stage set, puppets, and props which must be easily transportable
- Training of actors as puppeteers
- Working in partnership with the Community Engagement Coordinator to
 - o Pilot the story and approach with at least one school and care home/day centre
 - Organise a programme of visits to schools
- The design of a simple school workshop so that children can make their own puppets after seeing the performance. This would be delivered by teachers or the Community Engagement coordinator.

The fee is £20,000 plus VAT. This should include construction of the puppet booth, puppets, development and testing of the script, 12 performances and a recording of one of the shows. An invoicing schedule will be agreed on appointment.

How to tender

If you would like to respond to this tender, in no more than 10 pages, please:

- Tell us more about your company
- Your experience of working with local schools and communities in Folkestone
- How you would approach the commission, including testing the content with at least one school and one day centre or care home.
- Explain how you will add social value e.g. offering heritage skills opportunities, local jobs, use of local suppliers.
- Attach a programme showing how long each stage of the commission will take.
- Attach a breakdown of your budget
- Tell us if you are VAT registered

Your tender will be evaluated on price (20%), quality (70%) and social value (10%)

Submission date: tbc

APPENDIX G: MARKETING & EVENTS ONE YEAR INTERNSHIP



Leas lift: Restoring Folkestone's gem for the community

PAID ONE-YEAR MARKETING & EVENTS INTERNSHIP

LOCATION: Leas Lift, Folkestone, and home working

MANAGED BY: Marketing & Events Officer

DURATION: Flexible - Start between June & August 2025 for 36 to 52

weeks.

INTRODUCTION & CONTEXT

Folkestone Leas Lift is a Grade II* (Historic England No. 1061185) cliff funicular railway situated in the Leas & Bayle Conservation Area in Folkestone. Part of the fabric of Folkestone, it is well loved by the people of Folkestone, many of whom have precious memories of visiting as a child and adult. In 2023 the Directors of Folkestone Leas Lift CIO secured a grant from the National Lottery Heritage Fund to restore the Lift and deliver a varied programme of events.

The purpose of this role is to provide an undergraduate with the opportunity to develop an understanding of the heritage sector, specifically how an iconic piece of Victorian engineering operates as a key transport provider from The Leas to the beach and neighbouring coast park and delivers a programme of events and activities to the public and communities in and around Folkestone. Depending on an individual's start date there will be the opportunity to get involved in a Leas Lift themed Charivari event, Folkestone's carnival, and the development and delivery of the Lift's events programme. The successful student will be managed and mentored by the Marketing & Events Officer.

Key responsibilities will include:

Providing administrative and research support to the Marketing & Events Officer.

- Assisting with content development for social media channels to raise awareness of Leas Lift, the visitor offer, retail, and events.
- Assisting with mini-marketing campaigns to promote specific events.
- Assisting with direct marketing including maintaining databases and identifying and contacting leisure and travel companies to help build a group visit market.
- Provide support at events as directed by the Head of Marketing and Events, sometimes outside of standard office hours.
- Assist with research and ideas to feed into the events' calendar.
- Support the front of house team as required to ensure a warm welcome to all visitors.
- Assist with the evaluation of events.

General

- Handle telephone and written enquiries with a polite and professional manner.
- Plan and prioritise your own workload and manage deadlines.
- Undertake such other duties as required to support staff you are working with.

PERSONAL ATRIBUTES AND SKILLS

Essential

- Good verbal and written communication skills, with the ability to communicate comfortably and confidently with a variety of people.
- Good working knowledge of social media and relevant tools.
- Highly organised with good attention to detail.
- Excellent customer service skills and telephone manner.
- Excellent IT skills.
- Able to use own initiative whilst recognising when to refer to staff.
- Willingness to work flexibly as part of a team.
- Ability to prioritise and organise workload.
- Creativity.
- 'Can do' attitude and problem solver.

Terms and Conditions

Working hours:

Normal working hours will be Monday to Friday 9 am to 5 pm with an unpaid, one hour lunch break. Some out of hours working will be required, for which the intern will be able to take time off in lieu.

Pay:

The intern will be paid the Living Wage for their age.

Holidays:

The full-time entitlement is 28 days including normal bank and public holidays.

Pension:

After 3 months 3% will be paid into a pension on qualifying earnings. The intern will also be expected to contribute a minimum of 5%.

Probation:

The internship is subject to a three month probationary period and maybe extended if required.

A DBS check may be required.