



# Folkestone & Hythe District Council

Quarter 3 Corporate Performance Report (October – December 2025)



# Your Cabinet Members



**Cllr Jim Martin**  
Leader of the Council and Cabinet Member  
for Otterpool Park and  
Planning Policy



**Cllr Tim Prater**  
Deputy Leader and Cabinet Member  
for Finance and Governance



**Cllr Rebecca Shoob**  
Cabinet Member for Housing and  
Homelessness



**Cllr Stephen Scoffham**  
Cabinet Member for Climate,  
Environment and Biodiversity



**Cllr Jeremy Speakman**  
Cabinet Member for Waste and Street  
cleansing and Corporate Health & Safety



**Cllr Polly Blakemore**  
Cabinet Member for Transport,  
Regulatory Services and Building Control



**Cllr Mike Blakemore**  
Cabinet Member for Community and  
Collaboration



**Cllr James Butcher**  
Cabinet Member for Place Plan, Heritage,  
Tourism and District Economy



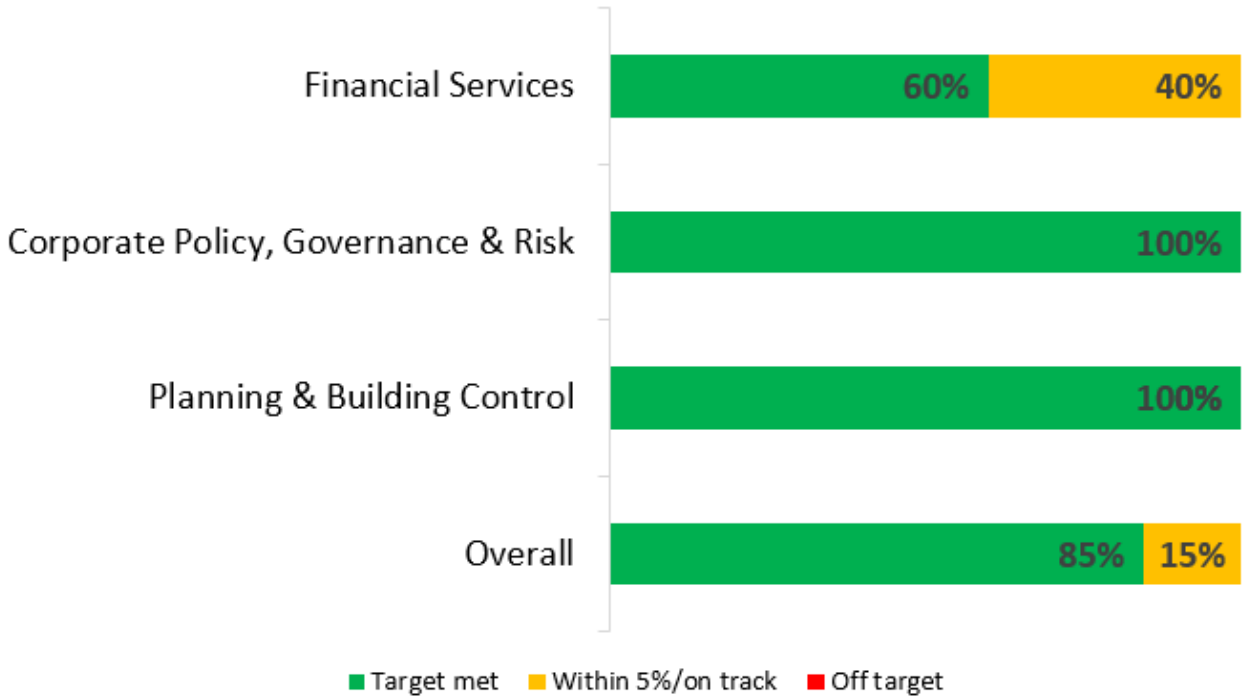
**Cllr Gary Fuller**  
Cabinet Member for Resident  
engagement and accountability



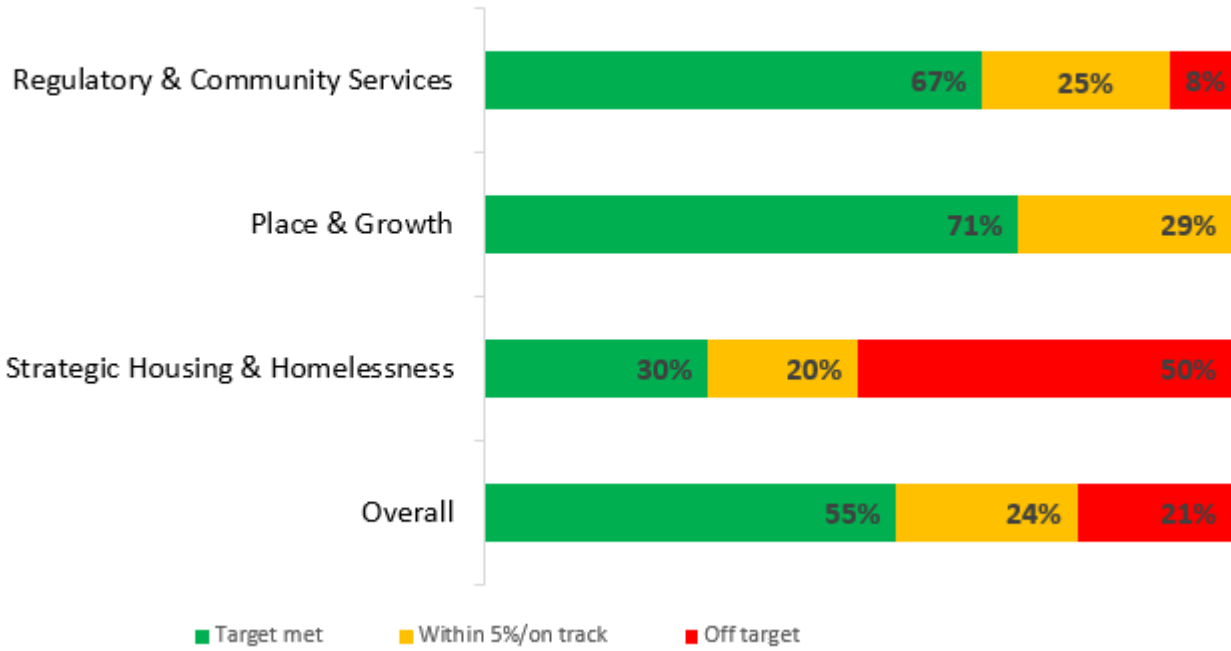
**Cllr Connor McConville**  
Cabinet Member for Assets and Local  
Government Reorganisation

# Summary of Performance

## Finance, Strategy and Resources



## Housing & Operations



# Finance, Strategy and Resources

**This section sets out performance data for:**

1. Financial Services
2. Corporate Policy, Governance & Risk
3. Planning and Building Control

# 1

# Financial Services

	Key Performance Indicator	Q3 2024-25 Comparison	Q1 Actual 2025-26	Q2 Actual 2025-26	Q3 Actual 2025-26	Q4 Actual 2025-26	Year to date position (YTD)	Target	On Target	Performance (Compared to same quarter last year)	Comments
KPI CODE	Corporate Debt and Business Rates										
CD01	Business Rates collection rate (cumulative)	84.07%	33.84%	61.68%	<b>83.72%</b>		83.72%	97.5% (Annual)	✓	↓	<b>Aim to maximise.</b> Slightly below same quarter last year, but on track to meet annual (year-end) target for this stage in year.
KPI CODE	Council Tax, Benefits and Welfare										
CT01	Council Tax collection (cumulative)	81.56%	28.32%	54.95%	<b>81.22%</b>		81.22%	96.3% (Annual)	✓	↓	<b>Aim to maximise.</b> Slightly below same quarter last year, but on track to meet annual (year-end) target for this stage in year.
HB01	Average days to process new claims for Housing Benefit	8.67	11.16	10.03	<b>8.08</b>		9.94	16 days	✓	↑	<b>Aim to minimise.</b> Slight improvement on same quarter last year and on target.
HB02	Average days to process new claims for Housing Benefit (from evidence)	2.58	3.54	2.68	<b>2.88</b>		3.02	7 days	✓	↓	<b>Aim to minimise.</b> Slightly higher than same quarter last year, but on target.
HB03	Average days to process change of circumstances for Housing Benefit	-	3.50	2.88	<b>2.81</b>		2.94	6 days	✓	New KPI for 2025/26	<b>Aim to minimise.</b> On target (not recorded for last year).
	Performance Key	↑ Improved Performance		↓ Worsened Performance		▬ Performance is the same					
	RAG Status Key	✓ Target met		X Within 5% of target	X Off Target		✓ On track to meet target at Year end				

# 2 Corporate Policy, Governance & Risk

	Key Performance Indicator	Q3 2024-25 Comparison	Q1 Actual 2025-26	Q2 Actual 2025-26	Q3 Actual 2025-26	Q4 Actual 2025-26	Year to date position (YTD)	Target	On Target	Performance (Compared to same quarter last year)	Comments
KPI CODE	Information Governance										
FOI01	Percentage of FOI/EIR requests closed on time	89%	97% (296 / 304)	96% (326 / 338)	97% (233 / 240)		97% (855 / 882)	90%	✓	↑	<b>Aim to maximise.</b> Performance has improved on same quarter last year and is on target.
FOI02	Percentage of SAR requests closed on time	87%	95% (18 / 19)	100% (12 / 12)	100% (19 / 19)		98% (49 / 50)	90%	✓	↑	<b>Aim to maximise.</b> Performance has improved on same quarter last year and is on target.
FOI04	Potential data breaches assessed within 72 hours	88%	100% (18 / 18)	100% (8 / 8)	100% (12 / 12)		100% (38 / 38)	100%	✓	↑	<b>Aim to maximise.</b> Performance has improved on same quarter last year and is on target.
FOI05	Reportable data breaches submitted to ICO within 72 hours	None reported	None to date	None to date	None to date		None to date	100%	✓	▬	<b>Aim to maximise.</b> Performance is the same as this quarter last year and is on target. (No reportable data breaches.)
KPI CODE	Complaints										
CM01	Total number of all formal (S1 and S2) complaints received in the period	48	60	76	51		187	No Target	-	↓	<b>Aim to minimise</b> (fewer is generally better). More complaints received than same quarter last year.
CM02	Total number of all formal (S1 and S2) complaints closed in the period	40	52	50	51		153	No Target	-	↑	<b>Aim to maximise</b> (proportionate to above). More complaints closed compared to the same quarter last year.
CM03	Percentage of all formal (S1 and S2) complaints closed on time	95% (38 / 40)	92% (48 / 52)	100% (50 / 50)	96% (49 / 51)		96% (147 / 153)	95%	✓	↑	<b>Aim to maximise.</b> Performance slightly improved on same quarter last year and on target.
	Performance Key	↑ Improved Performance	↓ Worsened Performance	▬ Performance is the same							
	RAG Status Key	✓ Target met	X Within 5% of target	X Off Target	✓ On track to meet target at Year end						

# 3

# Planning & Building Control

	<u>Key Performance Indicator</u>	Q3 2024-25 Comparison	Q1 Actual 2025-26	Q2 Actual 2025-26	Q3 Actual 2025-26	Q4 Actual 2025-26	Year to date position (YTD)	Target	On Target	Performance (Compared to same quarter last year)	Comments	
KPI CODE	Strategy and Policy											
PP01	Number of new homes built in the district	-	-	-	-	-	-	885 (Annual)		-	<b>Aim to maximise.</b> (2024-25 data pending) figure to be reported in the Authority Monitoring Report annually in March.	
PP02	Number of new homes approved in period	-	31	300	212		543	No Target		New KPI for 2025/26	<b>Aim to maximise.</b> Data only. No target. (For monitoring.)	
KPI CODE	Development Management											
PL01	Major planning applications determined within agreed timescales	100%	100% (7 / 7)	83% (5 / 6)	100% (8 / 8)		95% (20 / 21)	60% (Quarterly)			<b>Aim to maximise.</b> Performance same as this quarter last year and on target.	
PL02	Minor planning applications determined within agreed timescales	100%	98% (63 / 64)	99% (69 / 70)	96% (67 / 70)		98% (199 / 204)	70% (Quarterly)			<b>Aim to maximise.</b> Performance below same the quarter last year, but on target.	
PL03	Other planning applications determined within agreed timescales	95.08%	99% (153 / 154)	100% (103 / 103)	98% (105 / 107)		99% (361 / 364)	70% (Quarterly)			<b>Aim to maximise.</b> Performance improved on same quarter last year and on target.	
	<b>Performance Key</b>											
		Improved Performance	Worsened Performance		Performance is the same							
	<b>RAG Status Key</b>		<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>						
		Target met	Within 5% of target	Off Target	Off Target	Off Target	On track to meet target at Year end					

# Housing & Operations

**This section sets out performance data for:**

4. Regulatory & Community Services
5. Place & Growth
6. Strategic Housing & Homelessness

# 4 Regulatory & Community Services

	Key Performance Indicator	Q3 2024-25 Comparison	Q1 Actual 2025-26	Q2 Actual 2025-26	Q3 Actual 2025-26	Q4 Actual 2025-26	Year to date position (YTD)	Target	On Target	Performance (Compared to same quarter last year)	Comments
KPI CODE	Environmental Protection										
EP16	Community Protection Warnings (CPWs) Issued	10	8	21	10		39	No target			<b>Aim to minimise</b> (fewer is generally better). Data only. No target. Same as this quarter last year.
EP01	Number of enforcement notices served	8	5	3	8		16	No target			<b>Aim to minimise</b> (fewer is generally better). Data only. No target. Same as this quarter last year.
EP07	Percentage of successful prosecutions (inc. fly-tipping & CPNs)	100% (7/7)	100% (2/2)	None in the period	None in the period		100% (2/2)	100%			<b>Aim to maximise.</b> None reported for Q3, but on target for the year-to-date.
EP03	Percentage of compliant air quality monitoring sites	100% (13/13)	100% (19/19)	100% (19/19)	100% (19/19)		100% (19/19)	100%			<b>Aim to maximise.</b> Performance same as this quarter last year and on target.
EP15	Fixed Penalty Notices issued for High level Enviro-crime	11	6	10	6		22	No target			<b>Aim to minimise</b> (fewer is generally better). Data only. No target. Fewer notices issued than same quarter last year.
EP14	Fixed Penalty Notices issued for Low level Enviro-crime	29	46	49	44		139	No target			<b>Aim to minimise</b> (fewer is generally better). Data only. No target. More notices issued than same quarter last year.
KPI CODE	Environmental Health and Licensing										
EH01	Food premises broadly compliant (equivalent to 3 rating)	99%	88% (1,160/1,312)	91% (1,296/1,418)	92% (1,253/1,367)		92%	95%			<b>Aim to maximise.</b> Performance below same quarter last year but up on Q2. (9 non-compliant; 105 await inspection.)
KPI CODE	Environmental Improvement										
LA05	Number of recorded 'SOD It' interventions completed	462	303	279	205		787	No Target			<b>Aim to maximise</b> (more is better). Data only. No target. Fewer interventions compared to same quarter last year.
	Performance Key		Improved Performance		Worsened Performance		Performance is the same				
	RAG Status Key		Target met		Within 5% of target		Off Target		On track to meet target at Year end		

# 4 Regulatory & Community Services

	Key Performance Indicator	Q3 2024-25 Comparison	Q1 Actual 2025-26	Q2 Actual 2025-26	Q3 Actual 2025-26	Q4 Actual 2025-26	Year to date position (YTD)	Target	On Target	Performance (Compared to same quarter last year)	Comments
KPI CODE	Community Safety										
COM08	Fixed Penalty Notices issued under Public Space Protection Order	0	0	0	0		0	No target			<b>Aim to minimise</b> (fewer is generally better). Data only. No target. Performance the same as this quarter last year.
COM09	ASB enforcement action taken (inc. CPWs and CPNs)	1	5	4	2		11	No target			<b>Aim to minimise</b> (lower is generally better). Data only. No target. More action required than same quarter last year.
COM03	Community safety events held, and projects delivered	2	7	6	1		14	10 (Annually)			<b>Aim to maximise.</b> Fewer than same quarter last year, but target met for the year.
COM01	Community Safety projects delivered	3	2	1	1		4	4 (Annually)			<b>Aim to maximise.</b> Fewer than same quarter last year, but target met for the year.
KPI CODE	Hythe Pool										
HPO1	Total number of visitors in the period	8,295	11,195	13,055	9,841		34,091	35,000 (Annual)			<b>Aim to maximise.</b> More than same quarter last year and on track to meet annual target.
KPI CODE	Lifeline										
LL01	Percentage of Lifeline calls answered within 60 sec.	98.32%	98% <i>19,554 / 19,951</i>	98.3% <i>19,602 / 19,932</i>	98.2% <i>20,250 / 20,609</i>		98.2%	97.5%			<b>Aim to maximise.</b> Performance broadly comparable to same quarter last year and on target.
LL02	Percentage of Lifeline calls answered within 180 sec.	99.86%	99.7% <i>19,981 / 19,951</i>	99.7% <i>19,879 / 19,932</i>	99.7% <i>20,566 / 20,609</i>		99.7%	99%			<b>Aim to maximise.</b> Performance broadly comparable to same quarter last year and on target.
	Performance Key										
	RAG Status Key										
		Target met	Within 5% of target	Off Target		On track to meet target at Year end					

# 4 Regulatory & Community Services

	Key Performance Indicator	Q3 2024-25 Comparison	Q1 Actual 2025-26	Q2 Actual 2025-26	Q3 Actual 2025-26	Q4 Actual 2025-26	Year to date position (YTD)	Target	On Target	Performance (Compared to same quarter last year)	Comments
KPI CODE	Waste Services										
WS01	Percentage of household waste recycled (latest available figure)	45%	47.9%	46.2%	<b>46.2%</b>		46.2%	50% (Annual)	✓	↑	<b>Aim to maximise.</b> Awaiting Q3 figure; latest position is Q2. Target is to be achieved by year-end.
WS02	Number of missed collections per 100,000 properties	37.14	32.42	30.51	<b>27.76</b>		30.23	50	✓	↑	<b>Aim to minimise.</b> (Fewer is better). Performance improved on same quarter last year and on target.
WS05	Average days to remove fly tipped waste once reported	1	1	1	<b>1</b>		1	1	✓	▬	<b>Aim to minimise.</b> Performance comparable to same quarter last year and on target.
WS03	Percentage of streets surveyed 'clean and clear of litter' in the district	98.04%	88% (204 / 232)	78% (203 / 259)	<b>87% (222 / 254)</b>		84%	95%	X	↓	<b>Aim to maximise.</b> Off target. Performance below same quarter last year. (Staff shortage: team has focused on high footfall areas with more litter).
	<b>Performance Key</b>	↑ Improved Performance		↓ Worsened Performance		▬ Performance is the same					
	<b>RAG Status Key</b>	✓ Target met		X Within 5% of target	X Off Target		✓ On track to meet target at Year end				

## 5

## Place &amp; Growth

	Key Performance Indicator	Q3 2024-25 Comparison	Q1 Actual 2025-26	Q2 Actual 2025-26	Q3 Actual 2025-26	Q4 Actual 2025-26	Year to date position (YTD)	Target	On Target	Performance (Compared to same quarter last year)	Comments
KPI CODE	Regeneration										
ED04	Number of Folkestone & Hythe businesses accessing grants from the Rural England Prosperity Fund	8	0	0	7		7	10 (Annually)	✓	↓	<b>Aim to maximise.</b> Fewer than same quarter last year, but expected to meet target for the year.
ED05	Number of businesses or potential entrepreneurs/ new start-ups signposted to support programmes and events	23	26	33	23		82	50 (Annually)	✓	▬	<b>Aim to maximise.</b> Same number as this quarter last year and target met for the year.
ED01	Number of households in the district receiving support through the UKSPF	208	0	40	97		137	60 (Annually)	✓	↓	<b>Aim to maximise.</b> Fewer than same quarter last year, but up on Q2 and target met for the year.
TBC	Number of events to inform market improvement programme and town centre operating model	2	2	0	2		4	4 (Annually)	✓	▬	<b>Aim to maximise.</b> Same number as this quarter last year and target met for the year.
NEW	Average user dwell time on Folkestone: 'Experience the Extraordinary' website (in seconds)	-	75	75	78		76 secs	49 secs	✓	New KPI for 2025/26	<b>Aim to maximise.</b> On target.
KPI CODE	Grounds Maintenance										
GM01	Retain green flag status for parks and open spaces (Coastal Park, Royal Military Canal, Kingsnorth Gardens and Radnor Park).	4	4	4	4		4	4 (Annual)	✓	▬	<b>Aim to maximise.</b> On target. Status retained on all four managed parks and open spaces, matching previous year.
GM02	Number of volunteer hours in our parks	-	100	118	130		348	500 (Annual)	✓	New KPI for 2025/26	<b>Aim to maximise.</b> Improvement on Q2 position. Expected to meet annual target by year end.
	Performance Key	↑ Improved Performance		↓ Worsened Performance		▬ Performance is the same					
	RAG Status Key	✓ Target met		X Within 5% of target	X Off Target		✓ On track to meet target at Year end				

# Strategic Housing & Homelessness

	Key Performance Indicator	Q3 2024-25 Comparison	Q1 Actual 2025-26	Q2 Actual 2025-26	Q3 Actual 2025-26	Q4 Actual 2025-26	Year to date position (YTD)	Target	On Target	Performance (Compared to same quarter last year)	Comments
KPI CODE	Housing Options										
HOT01	Total number of homelessness approaches in the period	292	291	300	275		866	No Target			<b>Aim to minimise</b> (fewer is generally better). Data only. No target. Performance has improved on same quarter last year.
HOT11	Total initial assessments that moved to 'Prevention' or 'Relief 'Duty	156	179	138	159		476	No Target			<b>Aim to minimise</b> (fewer is generally better). Data only. No target. Slightly more than same quarter last year.
HOT18	Percentage of homelessness duties closed as either 'prevented' or 'relieved'	43%	33%	37%	40%		36%	43%	X		<b>Aim to maximise</b> . Slightly lower proportion of cases 'prevented' or 'relieved' than same quarter last year.
HML01	Average number of rough sleepers in the period	11	13	18	14		15	10	X		<b>Aim to minimise</b> . Off target. Performance has improved from Q2, but worsened on same quarter last year.
HOU8	Number of households registered on the F&HDC Housing Waiting List	1,569	1,172	1,272	1,258		1,258	No Target			<b>Aim to minimise</b> (fewer is better). Data only. No target. Performance has improved on same quarter last year.
KPI CODE	Temporary accommodation										
HOT8	Average number of households in temporary accommodation (TA) over the period	60	101	112	121		111	64	X		<b>Aim to minimise</b> . Off target. Significantly more households in TA compared to same quarter last year.
HOT9	Average number of households in bed and breakfast accommodation (B&B) over the period	14	20	24	27		24	16	X		<b>Aim to minimise</b> . Off target. More households in B&B compared to same quarter last year. (NB— these numbers are included in overall TA figure).
	Performance Key	 Improved Performance		 Worsened Performance		 Performance is the same					
	RAG Status Key	 Target met		 Within 5% of target	 Off Target		 On track to meet target at Year end				

# Strategic Housing & Homelessness

	Key Performance Indicator	Q3 2024-25 Comparison	Q1 Actual 2025-26	Q2 Actual 2025-26	Q3 Actual 2025-26	Q4 Actual 2025-26	Year to date position (YTD)	Target	On Target	Performance (Compared to same quarter last year)	Comments
KPI CODE	Housing Strategy & Private Sector Housing										
HOU1	Long-term empty homes brought back into use	15	12	14	33		59	50 Annual	✓	↑	<b>Aim to maximise.</b> More than at same quarter last year and target met for the year.
HOU2	Council home new builds and acquisitions started (this financial year)	0	33	0	0		33	20 Annual	✓	▬	<b>Aim to maximise.</b> No movement in Q3, but target already exceeded for this financial year.
NEW	Council home new builds and acquisitions started (cumulative, since HRA BP start: Apr 2024)	-	77	77	77		77	40 by 2025-26 Year end	✓		<b>Aim to maximise.</b> No movement in Q3, but target met for year 2 of HRA Business Plan (33 + 44 last year)
HOU4	Affordable homes delivered by the Council and its partners (this financial year)	0	20	0	12		32	80 Annual	X	↑	<b>Aim to maximise.</b> Off target. A further 76 units expected to be delivered over next 6 months.
NEW	Affordable homes delivered by the Council and its partners (cumulative, since HRA BP start: Apr 2024)	-	43	43	55		55	160 by 2025-26 Year end	X		<b>Aim to maximise.</b> Off target. (32 + 23 last year) —see comment above.
HOU6	Private sector homes improved through Council intervention	73	92	68	51		211	300 Annual	✓	↓	<b>Aim to maximise.</b> Fewer than same quarter last year, but on track to meet annual target.
	<b>Performance Key</b>	↑ Improved Performance	↓ Worsened Performance	▬ Performance is the same							
	<b>RAG Status Key</b>	✓ Target met	X Within 5% of target	X Off Target	✓ On track to meet target at Year end						