



















Folkestone & Hythe District Council

Appendix 1: Quarter 4 and End of Year Corporate Performance Report (2025-26)

Folkestone & Hythe District Council

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

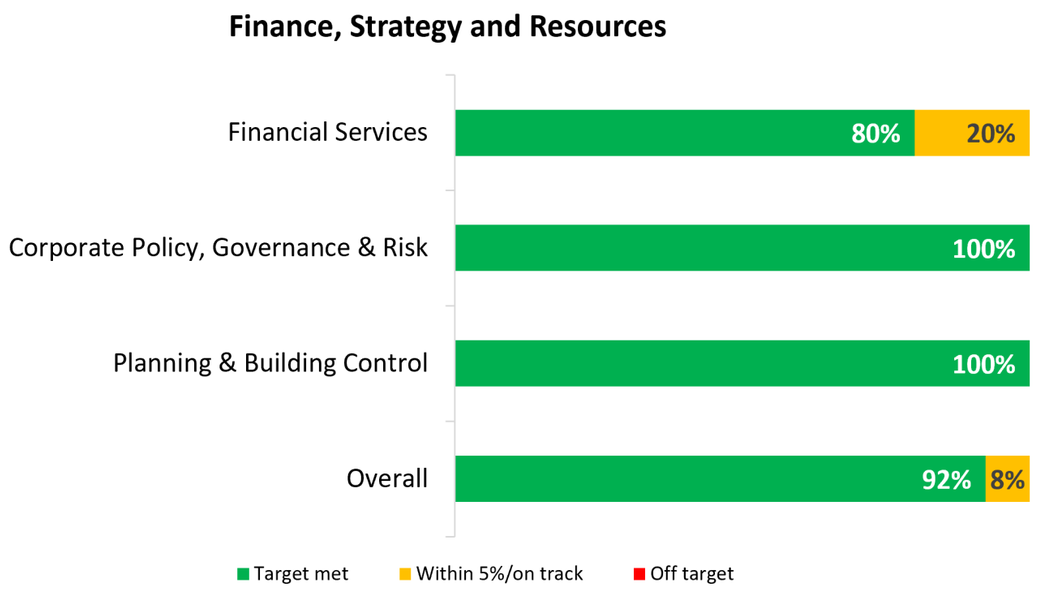


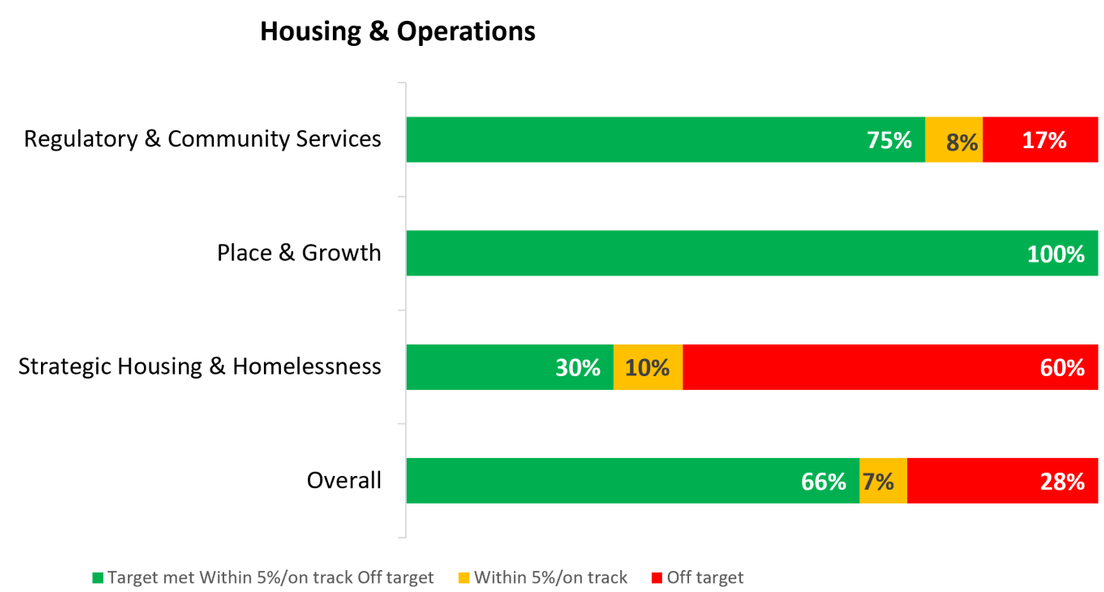
Cllr Gary Fuller
Cabinet Member for Resident engagement and accountability



Cllr Connor McConville
Cabinet Member for Assets and Local Government Reorganisation

Summary of Performance





Finance, Strategy and Resources

This section sets out performance data for:

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

Folkestone & Hythe District Council

1 Financial Services

	Key Performance Indicator	2024-25 Outturn	Q1 Actual 2025-26	Q2 Actual 2025-26	Q3 Actual 2025-26	Q4 Actual 2025-26	2025-26 Outturn	Target	On Target	Performance (Compared to last year)	Comments
KPI CODE	**Corporate Debt and Business Rates**										
CD01	Business Rates collection rate (cumulative)	**99.23%**	33.84%	61.68%	83.72%	97.12%	**97.12%**	97.5% (Annual)	X	↓	**Aim to maximise.** Performance below last year's outturn and just off target for the year.
KPI CODE	**Council Tax, Benefits and Welfare**										
CT01	Council Tax collection (cumulative)	**96.45%**	28.32%	54.95%	81.22%	96.36%	**96.36%**	96.3% (Annual)	✓	↓	**Aim to maximise.** Target met at year end and performance slightly below last year's outturn.
HB01	Average days to process new claims for Housing Benefit	**8.70**	11.16	10.03	8.08	7.11	**8.93**	16 days	✓	↓	**Aim to minimise.** Target met consistently throughout year and at year end. Performance slightly down on last year's outturn.
HB02	Average days to process new claims for Housing Benefit (from evidence received)	**2.97**	3.54	2.68	2.88	2.33	**2.85**	7 days	✓	↑	**Aim to minimise.** Target met consistently throughout year and at year end. Performance slightly up on last year's outturn.
HB03	Average days to process change of circumstances for Housing Benefit	-	3.50	2.88	2.81	1.99	**2.63**	6 days	✓	New KPI for 2025/26	**Aim to minimise.** Target met consistently throughout year and at 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					

2 Corporate Policy, Governance & Risk

	Key Performance Indicator	2024-25 Outturn	Q1 Actual 2025-26	Q2 Actual 2025-26	Q3 Actual 2025-26	Q4 Actual 2025-26	2025-26 Outturn	Target	On Target	Performance (Compared to last year)	Comments
KPI CODE	**Information Governance**										
FOI01	Percentage of FOI/EIR requests closed on time	**87%** ***(807 / 929)***	97% *(296 / 304)*	96% *(326 / 338)*	97% *(233 / 240)*	94% *(236 / 252)*	**96%** ***(1,091/1,134)***	90%	✓	↑	**Aim to maximise.** Target met consistently throughout year and at year end. Performance has significantly improved on last year's outturn.
FOI02	Percentage of SAR requests closed on time	**88%** ***(87 / 99)***	95% *(18 / 19)*	100% *(12 / 12)*	100% *(19 / 19)*	97% *(33 / 34)*	**98%** ***(82 / 84)***	90%	✓	↑	**Aim to maximise.** Target met consistently throughout year and at year end. Performance has significantly improved on last year's outturn.
FOI04	Potential data breaches assessed within 72 hours	**93%** ***(54 / 58)***	100% *(18 / 18)*	100% *(8 / 8)*	100% *(12 / 12)*	100% *(8 / 8)*	**100%** ***(46 / 46)***	100%	✓	↑	**Aim to maximise.** Target met consistently throughout year and at year end. Performance has significantly improved on last year's outturn.
FOI05	Reportable data breaches submitted to ICO within 72 hours	**100%** ***(1 /1)***	None in period	None in period	None in period	None in period	**None in period**	100%	✓	–	**Aim to maximise.** No reportable data breaches that required submission to the ICO during the year.
KPI CODE	**Complaints**										
CM01	Total number of formal (S1 and S2) complaints received in the period	**180**	60	76	51	68	**255**	No Target	-	↓	**Aim to minimise** (fewer is generally better). More formal complaints received compared to last year.
CM02	Total number of formal (S1 and S2) complaints closed in the period	**175**	52	50	51	54	**207**	No Target	-	↑	**Aim to maximise** (proportionate to above). More complaints closed compared to last year.
CM03	Percentage of all formal (S1 and S2) complaints closed on time	**95%** ***(166 / 175)***	92% *(48 / 52)*	100% *(50 / 50)*	96% *(49 / 51)*	96% *(52 / 54)*	**96%** ***(199 / 207)***	95%	✓	↑	**Aim to maximise.** Target met for the year and performance slightly up on 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				

3 Planning & Building Control

	Key Performance Indicator	2024-25 Outturn	Q1 Actual 2025-26	Q2 Actual 2025-26	Q3 Actual 2025-26	Q4 Actual 2025-26	2025-26 Outturn	Target	On Target	Performance (Compared to last year)	Comments
KPI CODE	**Strategy and Policy**										
PP01	Number of new homes built in the district	**325**	-	-	-	-	**TBC**	885 (Annual)	?	-	**Aim to maximise.** The figure for 2025-26 is currently unavailable. Work is being undertaken on the annual Housing Information Audit .Results are likely to be known by early October 2026.
PP02	Number of new homes approved in period	**-**	31	300	212	9	**543**	No Target		New KPI for 2025/26	**Aim to maximise.** Data only. No target. (For monitoring). Comparable position to be provided in 2026/27 KPI reporting.
KPI CODE	**Development Management**										
PL01	Major planning applications determined within agreed timescales	**96.3%** ***(26 / 27)***	100% *(7 / 7)*	83% *(5 / 6)*	100% *(8 / 8)*	100% *(9 / 9)*	**97%** ***(29 / 30)***	60% (Quarterly)	✓	↑	**Aim to maximise.** Target met consistently throughout year and at year end. Performance slightly improved on last year.
PL02	Minor planning applications determined within agreed timescales	**96.9%** ***(254 / 262)***	98% *(63 / 64)*	99% *(69 / 70)*	96% *(67 / 70)*	96% *(55 / 57)*	**97%** ***(254 / 261)***	70% (Quarterly)	✓	↑	**Aim to maximise.** Target met consistently throughout year and at year end. Performance slightly improved on last year.
PL03	Other planning applications determined within agreed timescales	**98.4%** ***(476 / 484)***	99% *(153 / 154)*	100% *(103 / 103)*	98% *(105 / 107)*	100% *(99 / 99)*	**99%** ***(460 / 463)***	70% (Quarterly)	✓	↑	**Aim to maximise.** Target met consistently throughout year and at year end. Performance slightly improved on 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					

Housing & Operations

This section sets out performance data for:

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

Folkestone & Hythe District Council

4 Regulatory & Community Services

	Key Performance Indicator	2024-25 Outturn	Q1 Actual 2025-26	Q2 Actual 2025-26	Q3 Actual 2025-26	Q4 Actual 2025-26	2025-26 Outturn	Target	On Target	Performance (Compared to last year)	Comments
KPI CODE	**Environmental Protection**										
EP16	Community Protection Warnings (CPWs) Issued	**62**	8	21	10	26	**65**	No target		↓	**Aim to minimise** (fewer is generally better). Data only. No target. Slightly more CPWs issued then previous year.
EP01	Number of enforcement notices served	**34**	5	3	8	5	**21**	No target		↑	**Aim to minimise** (fewer is generally better). Data only. No target. Fewer notices served than last year.
EP07	Percentage of successful prosecutions (inc. fly-tipping & CPNs)	**100%** ***(7 / 7)***	100% *(2 / 2)*	None in period	None in period	100% *(1 / 1)*	**100%** ***(3 / 3)***	100%	✓	–	**Aim to maximise.** Target met for year, and fewer prosecutions required than last year.
EP03	Percentage of compliant air quality monitoring sites	**100%** ***(13 / 13)***	100% *(19 / 19)*	100% *(19 / 19)*	100% *(19 / 19)*	100% *(19 / 19)*	**100%** ***(19 / 19)***	100%	✓	–	**Aim to maximise.** Target met consistently throughout the year and at year end. Performance comparable to last year.
EP15	Fixed Penalty Notices issued for high level Enviro-crime	**40**	6	10	6	8	**30**	No target		↑	**Aim to minimise** (fewer is generally better). Data only. No target. Fewer notices issued than previous year.
EP14	Fixed Penalty Notices issued for low level Enviro-crime	**126**	46	49	44	50	**189**	No target		↓	**Aim to minimise** (fewer is generally better). Data only. No target. More notices issued than previous year.
KPI CODE	**Environmental Health and Licensing**										
EH01	Food premises broadly compliant (equivalent to 3 rating)	**98%**	88% *(1,160 /1,312)*	91% *(1,296 /1,418)*	92% *(1,253 /1,367)*	91% *(1,157 /1,274)*	**91%** ***(1,157 /1,274)***	95%	X	↓	**Aim to maximise.** Performance within 5% of target and down on previous year.
KPI CODE	**Environmental Improvement**										
LA05	Number of recorded 'SOD It' interventions completed	**2,491**	303	279	205	244	**1,031**	No Target		↓	**Aim to maximise.** Data only. No target. Fewer interventions during the year compared to previous 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

4 Regulatory & Community Services

	Key Performance Indicator	2024-25 Outturn	Q1 Actual 2025-26	Q2 Actual 2025-26	Q3 Actual 2025-26	Q4 Actual 2025-26	2025-26 Outturn	Target	On Target	Performance (Compared to last year)	Comments
KPI CODE	**Community Safety**										
COM08	Fixed Penalty Notices issued under Public Space Protection Order	**0**	0	0	0	0	**0**	No target			**Aim to minimise** (fewer is generally better). Data only. No target. No FPNs issued, performance same as last year.
COM09	ASB enforcement action taken (inc. CPWs and CPNs)	**16**	5	4	2	5	**16**	No target			**Aim to minimise** (fewer is generally better). Data only. No target. Performance same as last year.
COM03	Community safety events held, and projects delivered (public)	**28**	7	6	1	1	**15**	10 (Annually)	✓		**Aim to maximise.** Fewer events held compared to last year, but target met for the year.
COM01	Community Safety projects delivered (behind the scenes)	**10**	2	1	1	1	**5**	4 (Annually)	✓		**Aim to maximise.** Fewer projects compared to previous year, but target met for the year.
KPI CODE	**Hythe Pool**										
HPO1	Total number of visitors in the period	**38,984**	11,195	13,055	9,841	10,348	**44,439**	35,000 (Annual)	✓		**Aim to maximise.** Target met for the year and more visitors compared to last year.
KPI CODE	**Lifeline**										
LL01	Percentage of Lifeline calls answered within 60 sec.	**98.4%** **82,703 / 84,068**	98%	98.3%	98.2%	98.35%	**98.2%** **78,479 / 79,885**	97.5%	✓		**Aim to maximise.** Target met for the year and performance level consistent with previous year. Fewer calls overall.
LL02	Percentage of Lifeline calls answered within 180 sec.	**99.8%** **83,900 / 84,068**	99.7%	99.7%	99.7%	99.78%	**99.8%** **79,686 / 79,885**	99%	✓		**Aim to maximise.** Target met for the year and performance level consistent with previous year. Fewer calls overall.
	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					

4 Regulatory & Community Services

	Key Performance Indicator	2024-25 Outturn	Q1 Actual 2025-26	Q2 Actual 2025-26	Q3 Actual 2025-26	Q4 Actual 2025-26	2025-26 Outturn	Target	On Target	Performance (Compared to last year)	Comments
KPI CODE	**Waste Services**										
WS01	Percentage of household waste recycled (latest available figure)	**46%**	47.9%	46.2%	45.10%	(45.10%)	**(46.4%)**	50% (Annual)	X	↑	**Aim to maximise.** Performance expected to show off target at year end based on latest position (Q3). Awaiting final Q4/Annual figure from KCC.
WS02	Number of missed collections per 100,000 properties	**33.27**	32.42	30.51	27.76	31.76	**30.61**	50	✓	↑	**Aim to minimise.** (Fewer is better). Target met consistently throughout year and at year end. Performance improved on last year.
WS05	Average days to remove fly tipped waste once reported	**1**	1	1	1	1	**1**	1	✓	–	**Aim to minimise**. Performance comparable to previous year and on target. 1,897 reports of fly-tipping recorded.
WS03	Percentage of streets surveyed 'clean and clear of litter' in the district	**98.03%**	88% *(204 / 232)*	78% *(203 / 259)*	87% *(222 / 254)*	87% *(461 / 532)*	**85%** ***(1,090 /1,277)***	95%	X	↓	**Aim to maximise.** Off target. Performance below previous year. Increase in number of inspections during Q4.

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

5 Place & Growth

	Key Performance Indicator	2024-25 Outturn	Q1 Actual 2025-26	Q2 Actual 2025-26	Q3 Actual 2025-26	Q4 Actual 2025-26	2025-26 Outturn	Target	On Target	Performance (Compared to last year)	Comments
KPI CODE	**Regeneration**										
ED04	Number of Folkestone & Hythe businesses accessing grants from the Rural England Prosperity Fund	**14**	0	0	7	5	**12**	10 (Annually)	✓	↓	**Aim to maximise.** Slightly fewer business accessing grants compared to previous year, but target met for the year
ED05	Number of businesses or potential entrepreneurs/ new start-ups signposted to support programmes and events	**94**	26	33	23	25	**107**	50 (Annually)	✓	↑	**Aim to maximise.** Increase in number of businesses signposted compared to previous year. Target exceeded for year.
ED01	Number of households in the district receiving support through the UKSPF	**547**	0	40	97	0	**137**	60 (Annually)	✓	↓	**Aim to maximise.** Performance below previous year due to funding ceasing by Q3, but target met for the year.
TBC	Number of events to inform market improvement programme and town centre operating model	**6**	2	0	2	1	**5**	4 (Annually)	✓	↓	**Aim to maximise.** Below previous year, but target met for the year.
NEW	Average user dwell time on Folkestone: 'Experience the Extraordinary' website (in seconds)	**-**	75	75	78	87	**79**	49 secs	✓	New KPI for 2025/26	**Aim to maximise.** Target exceeded for the year.
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**	4 (Annual)	✓	–	**Aim to maximise.** Target met for the year. Status retained on all four managed parks and open spaces, matching previous year.
GM02	Number of volunteer hours in our parks	**-**	100	118	130	162	**510**	500 (Annual)	✓	New KPI for 2025/26	**Aim to maximise.** Target met 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	2024-25 Outturn	Q1 Actual 2025-26	Q2 Actual 2025-26	Q3 Actual 2025-26	Q4 Actual 2025-26	2025-26 Outturn	Target	On Target	Performance (Compared to last year)	Comments
KPI CODE	**Housing Options**										
HOT01	Total number of homelessness approaches in the period	**1,356**	291	300	275	356	**1,222**	No Target		↑	**Aim to minimise** (fewer is generally better). Data only. No target. Performance has improved compared to last year.
HOT11	Total initial assessments that moved to 'Prevention' or 'Relief' duty	**649**	179	138	159	185	**661**	No Target		↓	**Aim to minimise** (fewer is better). Data only. No target. More cases moved to 'prevention' or 'relief' than last year.
HOT18	Percentage of duties closed as either homelessness 'prevented' or 'relieved'	**42%**	33%	37%	40%	29%	**34%**	43%	X	↓	**Aim to maximise.** Off target. A lower proportion of cases were 'prevented' or 'relieved' compared to last year.
HML01	Average number of rough sleepers in the period	**15**	13	18	14	13	**15**	10	X	–	**Aim to minimise.** Off target for the year. However, latest count showed 10 at end March. Performance same as last year.
HOU8	Number of households registered on the F&HDC Housing Waiting List	**1,163**	1,172	1,272	1,258	1,313	**1,313**	No Target		↓	**Aim to minimise** (fewer is better). Data only. No target. Performance down on last year with more households on list.
KPI CODE	**Temporary accommodation**										
HOT8	Average number of households in temporary accommodation (TA) over the period	**64**	101	112	121	127	**115**	64	X	↓	**Aim to minimise.** Off target. Significantly more households in TA compared to last year and increasing.
HOT9	Average number of households in bed and breakfast accommodation (B&B) over the period	**16**	20	24	27	25	**24**	16	X	↓	**Aim to minimise.** Off target. More households in B&B at year end compared to last year. (B&B numbers are included in overall TA figure.)

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	2024-25 Outturn	Q1 Actual 2025-26	Q2 Actual 2025-26	Q3 Actual 2025-26	Q4 Actual 2025-26	2025-26 Outturn	Target	On Target	Performance (Compared to last year)	Comments
KPI CODE	**Housing Strategy & Private Sector Housing**										
HOU1	Long-term empty homes brought back into use	**76**	12	14	33	4	**63**	50 Annual	✓	⇩	**Aim to maximise.** Fewer delivered compared to last year, but target met for the year.
HOU2	Council home new builds and acquisitions started (this financial year)	**44**	33	0	0	0	**33**	20 Annual	✓	⇩	**Aim to maximise.** No movement in Q2 -Q4, but target already exceeded for this financial year.
NEW	Council home new builds and acquisitions started (cumulative, since Apr-24)	**-**	77	77	77	77	**77**	40 by 2025-26 Year end	✓	New KPI for 2025/26	**Aim to maximise.** As above. No movement in Q2-Q4 , but target met for year 2 of HRA Business Plan (44 + 33).
HOU4	Affordable homes delivered by the Council and its partners (this financial year)	**23**	20	0	12	9	**41**	80 Annual	X	⇧	**Aim to maximise.** Off target for this year, but performance improved on last year.
NEW	Affordable homes delivered by the Council and its partners (cumulative, since Apr-24)	**-**	43	43	55	64	**64**	160 by 2025-26 Year end	X	New KPI for 2025/26	**Aim to maximise.** As above. Off target for year 2 (23 + 41). Will be in deficit going into 2026/27.
HOU6	Private sector homes improved through Council intervention	**317**	92	68	51	81	**292**	300 Annual	X	⇩	**Aim to maximise.** Within 5% of target and down on 24/25. (Target increased due to over-performance 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