












Folkestone & Hythe District Council

Appendix 1: Quarter 1 Corporate Performance Report (2026-27)

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

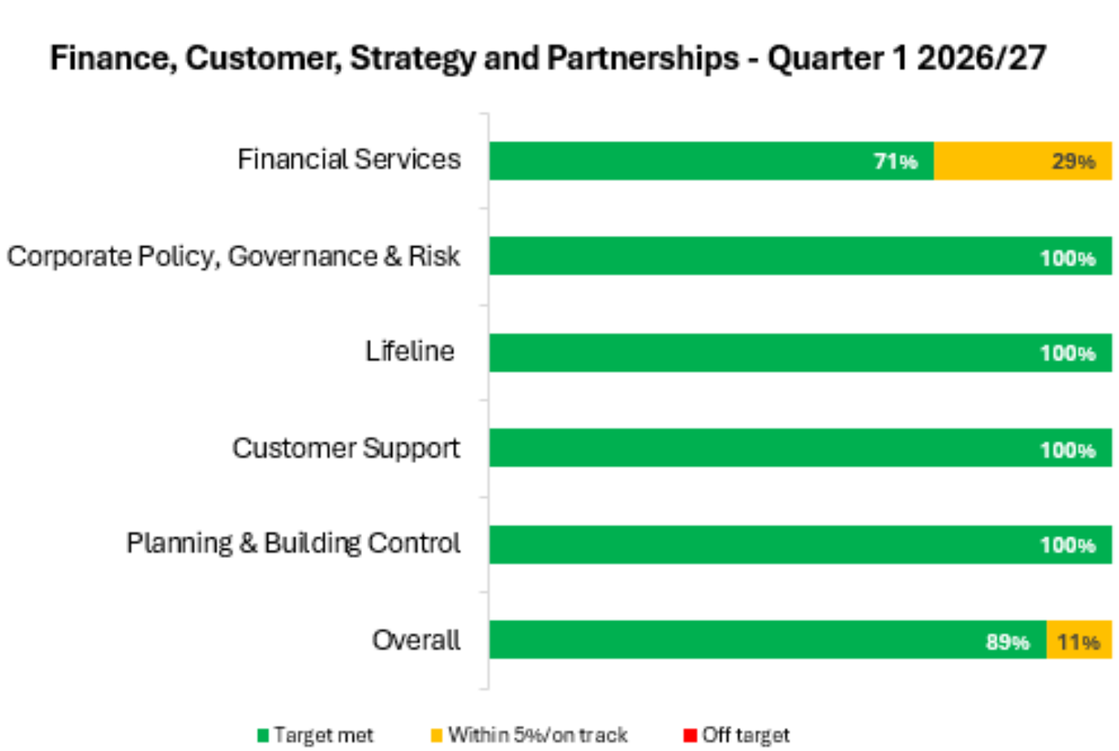


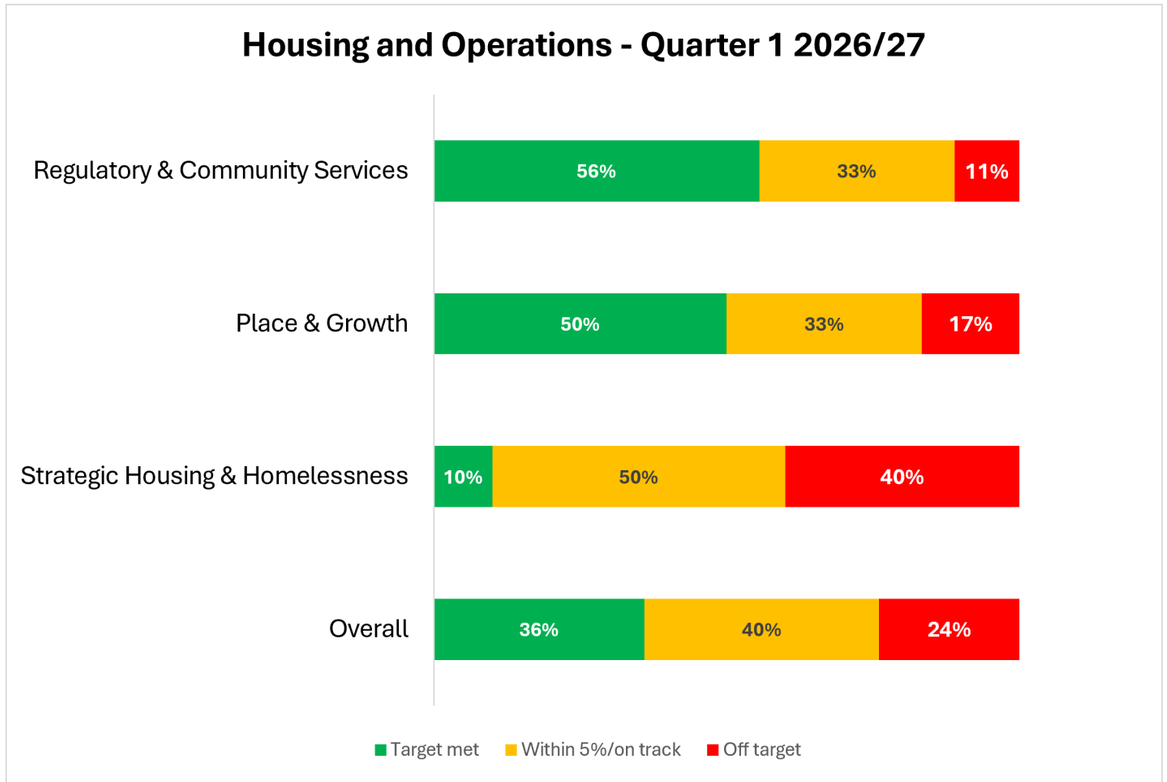
Cllr Gary Fuller
Cabinet Member for Resident engagement and accountability



Cllr Connor McConville
Cabinet Member for Assets and Local Government Reorganisation

Summary of Performance





Finance and Customer Services, Strategy and Partnerships

This section sets out performance data for:

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

Folkestone & Hythe District Council

1 Financial Services

	Key Performance Indicator	Q1 Actual 2025-26	Q1 Actual 2026-27	Q2 Actual 2026-27	Q3 Actual 2026-27	Q4 Actual 2026-27	Year to Date (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)	33.84%	**33.40%**				33.40%	97.5% (Annual)	✓	–	**Aim to maximise.** Broadly in line with same quarter last year and on track to meet annual target.
KPI CODE	**Council Tax, Benefits and Welfare**										
CT01	Council Tax collection (cumulative)	28.32%	**28.35%**				28.35%	96.3% (Annual)	✓	–	**Aim to maximise.** Broadly in line with same quarter last year and on track to meet annual target.
CT02	Number of Council Tax calls in the period	4,637	**3,672**				3,672	No Target	📈	↑	**Aim to minimise.** Data only (no target). Fewer calls is generally better. New KPI for 2026/27.
CT03	Percentage of Council Tax calls successfully answered	63%	**75%**				75%	60%	✓	↑	**Aim to maximise.** On target. Performance has improved on same quarter last year. New KPI for 2026/27.
HB01	Average days to process new claims for Housing Benefit	11.16	**10.37**				10.37	16 days	✓	↑	**Aim to minimise.** Performance improved compared to same quarter last year and on target.
HB02	Average days to process new claims for Housing Benefit (from evidence received)	3.54	**3.05**				3.05	7 days	✓	↑	**Aim to minimise.** Performance improved compared to 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					

1 Financial Services

	Key Performance Indicator	Q1 Actual 2025-26	Q1 Actual 2026-27	Q2 Actual 2026-27	Q3 Actual 2026-27	Q4 Actual 2026-27	Year to Date (YTD)	Target	On Target	Performance (Compared to last year)	Comments
KPI CODE	**Council Tax, Benefits and Welfare**										
HB03	Average days to process change of circumstances for Housing Benefit	3.50	**3.36**				3.36	6 days	✓	↑	**Aim to minimise.** Performance improved compared to same quarter last year and on target.
HB04	Number of Housing Benefit calls in the period	796	**1,948**				1,948	No Target	📈	↓	**Aim to minimise.** No target. Fewer calls is generally better. Increase in calls compared to same last year. New KPI for 2026/27.
HB05	Percentage of Housing Benefit calls successfully answered	76%	**88%**				88%	70%	✓	↑	**Aim to maximise.** On target and improved on same quarter last year. New KPI for 2026/27
	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	Q1 Actual 2025-26	Q1 Actual 2026-27	Q2 Actual 2026-27	Q3 Actual 2026-27	Q4 Actual 2026-27	Year to Date (YTD)	Target	On Target	Performance (Compared to last year)	Comments
KPI CODE	**Information Governance**										
FOI01	Percentage of FOI/EIR requests closed on time	97% *(296 / 304)*	**92%** ***(262 / 286)***				92% *(262 / 286)*	90%	✓	↓	**Aim to maximise.** Performance below the same quarter last year, but remains above target.
FOI02	Percentage of SAR requests closed on time	95% *(18 / 19)*	**97%** ***(28 / 29)***				97% *(28 / 29)*	90%	✓	↑	**Aim to maximise.** Performance improved on the same quarter last year and is above target.
FOI04	Potential data breaches assessed within 72 hours	100% *(18 / 18)*	**100%** ***(12 / 12)***				100% *(12 / 12)*	100%	✓	–	**Aim to maximise.** Performance is comparable to the same quarter last year and is on target.
FOI05	Reportable data breaches submitted to ICO within 72 hours	None in period	**100%** ***(1 / 1)***				100% *(1 / 1)*	100%	✓	–	**Aim to maximise.** A total of one breach recorded and reported within timescale to ICO in the period.
KPI CODE	**Complaints**										
CM01	Total number of formal (S1 and S2) complaints received in the period	60	**67**				67	No Target	📈	↓	**Aim to minimise** (fewer is generally better). Slightly more complaints received than at same quarter last year.
CM03	Percentage of all formal (S1 and S2) complaints closed on time	92% *(48 / 52)*	**95%** ***(59 / 62)***				95% *(59 / 62)*	95%	✓	↑	**Aim to maximise.** Performance improved on same quarter last year and on target. (Three outside of timescale.)
	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 Customer Support and Lifeline

	Key Performance Indicator	Q1 Actual 2025-26	Q1 Actual 2026-27	Q2 Actual 2026-27	Q3 Actual 2026-27	Q4 Actual 2026-27	Year to Date (YTD)	Target	On Target	Performance (Compared to last year)	Comments
KPI CODE	**Customer Support**										
CS01	Number of Customer Support calls received in period	10,190	**8,201**				8,201	No Target		↑	**Aim to minimise.** Data only (no target). Fewer calls is generally better. Reduction compared to same quarter last year.
CS02	Percentage of Customer Support calls successfully answered	94%	**97%**				97%	80%	✓	↑	**Aim to maximise.** Exceeding target and improved on same quarter last year. New KPI for 2026/27.
CS05	Overall satisfaction for the Customer Support service	92%	**98%**				98%	85%	✓	↑	**Aim to maximise.** Exceeding target and improved on same quarter last year. New KPI for 2026/27.
KPI CODE	**Lifeline**										
LL01	Percentage of Lifeline calls answered within 60 sec.	98%	**98.5%**				98.5%	97.5%	✓	↑	**Aim to maximise.** Performance slightly improved on same quarter last year and on target.
LL02	Percentage of Lifeline calls answered within 180 sec.	99.7%	**99.8%**				99.8%	99%	✓	↑	**Aim to maximise.** 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					

4 Planning & Building Control

	Key Performance Indicator	Q1 Actual 2025-26	Q1 Actual 2026-27	Q2 Actual 2026-27	Q3 Actual 2026-27	Q4 Actual 2026-27	Year to Date (YTD)	Target	On Target	Performance (Compared to last year)	Comments
KPI CODE	**Strategy and Policy**										
PP01	Number of new homes built in the district	-	**-**				**-**	885 (Annual)	?	-	**Aim to maximise.** 2025-26 figure currently unavailable. Housing Information Audit to inform results which are due October 2026.
PP02	Number of new homes approved in period	31	**39**				39	No Target	📈	↑	**Aim to maximise.** Data only (no target). More new homes approved compared to same quarter last year.
KPI CODE	**Development Management**										
PL01	Major planning applications determined within agreed timescales	100% *(7 / 7)*	**100%** ***(5 / 5)***				100% *(5 / 5)*	60% (Quarterly)	✓	▬	**Aim to maximise.** Performance is comparable to same quarter last year and on target.
PL02	Minor planning applications determined within agreed timescales	98% *(63 / 64)*	**90%** ***(53 / 59)***				90% *(53 / 59)*	70% (Quarterly)	✓	↓	**Aim to maximise.** Performance below the same quarter last year, but still on target.
PL03	Other planning applications determined within agreed timescales	99% *(153 / 154)*	**95%** ***(81 / 85)***				95% *(81 / 85)*	70% (Quarterly)	✓	↓	**Aim to maximise.** Performance below the same quarter last year, but still 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

Housing and Operations

This section sets out performance data for:

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

Folkestone & Hythe District Council

5 Regulatory & Community Services

	Key Performance Indicator	Q1 Actual 2025-26	Q1 Actual 2026-27	Q2 Actual 2026-27	Q3 Actual 2026-27	Q4 Actual 2026-27	Year to Date (YTD)	Target	On Target	Performance (Compared to same quarter last year)	Comments
KPI CODE	**Environmental Protection**										
EP16	Community Protection Warnings (CPWs) Issued	8	**9**				9	No target		↓	**Aim to minimise** (fewer is generally better). Data only. No target. Slightly more issued than same quarter last year.
EP01	Number of enforcement notices served	5	**6**				6	No target		↓	**Aim to minimise** (fewer is generally better). Data only. No target. Slightly more served than same quarter last year.
EP07	Percentage of successful prosecutions (inc. fly-tipping & CPNs)	100% *(2 / 2)*	**100%** ***(3 / 3)***				100% *(3 / 3)*	100%	✓	–	**Aim to maximise.** Performance comparable to last year and on target. Two of the three prosecutions related to fly tipping.
EP03	Percentage of compliant air quality monitoring sites	100% *(19 / 19)*	**100%** ***(20/ 20)***				100% *(20/ 20)*	100%	✓	–	**Aim to maximise.** Performance comparable to same quarter last year and on target.
EP15	Fixed Penalty Notices issued for high level Enviro-crime	6	**1**				1	No target		↑	**Aim to minimise** (fewer is generally better). Fewer instances so position is 'better' than same quarter last year.
EP14	Fixed Penalty Notices issued for low level Enviro-crime	46	**17**				17	No target		↑	**Aim to minimise** (fewer is generally better). Fewer instances than last year. Two FPNs related to fly tipping in the period.
KPI CODE	**Environmental Health and Licensing**										
EH01	Food premises broadly compliant (equivalent to 3 rating)	88% *(1,160 /1,312)*	**91%** ***(1,170 /1,287)***				91% *(1,170 /1,287)*	95%	X	↑	**Aim to maximise.** Within 5% of target. Performance improved on last year. (9 premises below 3 rating, 108 awaiting inspection)
	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 Regulatory & Community Services

	Key Performance Indicator	Q1 Actual 2025-26	Q1 Actual 2026-27	Q2 Actual 2026-27	Q3 Actual 2026-27	Q4 Actual 2026-27	Year to Date (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	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)	5	**2**				2	No target			**Aim to minimise** (fewer generally better). Data only. No target. Fewer issued compared to last year.
COM03	Community safety events held, and projects delivered (public)	7	**5**				5	10 (Annually)	✓	⬇	**Aim to maximise.** Fewer events held compared to same quarter last year. but halfway towards annual target.
COM01	Community Safety projects delivered (behind the scenes)	2	**5**				5	4 (Annually)	✓	⬆	**Aim to maximise.** More projects delivered compared to same quarter last year and target already met for the year.
KPI CODE	**Hythe Pool**										
HPO1	Total number of visitors in the period	11,195	**11,076**				11,076	35,000 (Annual)	✓	⬇	**Aim to maximise.** Slightly fewer compared to same quarter last year, but on track to meet target for this stage in 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

5 Regulatory & Community Services

	Key Performance Indicator	Q1 Actual 2025-26	Q1 Actual 2026-27	Q2 Actual 2026-27	Q3 Actual 2026-27	Q4 Actual 2026-27	Year to Date (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)	47.9%	***44%****				*44%*	50% (Annual)	X	↑	**Aim to maximise.** *Current position subject to validation. Confirmed year-end result (43.7%) indicates performance has worsened.
WS02	Number of missed collections per 100,000 properties	32.42	**32.93**				32.93	50	✓	↓	**Aim to minimise.** Slightly more missed collections than same quarter last year, but still within target.
NEW KPI	Number of reports of fly tipped waste received in period	423	**508**				508	No Target	📈	↓	**Aim to minimise**. More reports of fly tipping compared to last year. Figure reflects completed jobs by Veolia.
WS03	Percentage of streets surveyed 'clean and clear of litter' in the district	88% *(204 / 232)*	**97% *(485 / 499)***				97% *(485/ 499)*	95%	✓	↑	**Aim to maximise.** On target. Performance improved on the same quarter 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				

6 Place & Growth

	Key Performance Indicator	Q1 Actual 2025-26	Q1 Actual 2026-27	Q2 Actual 2026-27	Q3 Actual 2026-27	Q4 Actual 2026-27	Year to Date (YTD)	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	0	**7**				7	5 (Annually)	✓	⬆	**Aim to maximise.** Improved performance compared with same quarter last year. Annual target exceeded in Q1.
ED05	Number of businesses or potential entrepreneurs/ new start-ups signposted to support programmes and events	26	**28**				28	50 (Annually)	✓	⬆	**Aim to maximise.** Slightly more than same quarter last year and on track to meet annual target for this stage in year.
ED02	Number of events delivered via the town centre operating model	2	**0**				0	4 (Annually)	X	⬇	**Aim to maximise.** Off target. Current event space unavailable. New Town Centre manager targets 4 by March 2027
ED03	Average user dwell time on Folkestone: 'Experience the Extraordinary' website (in seconds)	75	**82**				82	49 secs	✓	⬆	**Aim to maximise.** Exceeding target. Slight increase in dwell time compared to same quarter last 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 (Annual)	✓	➖	**Aim to maximise.** No result to report as at end of June 2026; status as per last year *(NB: new assessments pending)*.
GM02	Number of volunteer hours in our parks	100	**122**				122	500 (Annual)	✓	⬆	**Aim to maximise.** Improved on same quarter last year and on track to meet annual target for this stage in 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

7 Strategic Housing & Homelessness

	Key Performance Indicator	Q1 Actual 2025-26	Q1 Actual 2026-27	Q2 Actual 2026-27	Q3 Actual 2026-27	Q4 Actual 2026-27	Year to Date (YTD)	Target	On Target	Performance (Compared to last year)	Comments
KPI CODE	**Housing Options**										
HOT01	Total number of homelessness approaches in the period	291	**268**				268	No Target		↑	**Aim to minimise** (fewer is better). No target. Performance has improved on same quarter last year.
HOT11	Total initial assessments that moved to 'Prevention' or 'Relief' duty	179	**140**				140	No Target		↑	**Aim to minimise** (fewer is better). No target. Fewer required Prevention or Relief than the same quarter last year.
HOT18	Percentage of duties closed as either homelessness 'prevented' or 'relieved'	33%	**35%**				35%	43%	X	↑	**Aim to maximise.** Off target. A slightly higher proportion of cases 'prevented' or 'relieved' than same quarter last year.
HML01	Average number of rough sleepers in the period	13	**15**				15	10	X	↓	**Aim to minimise.** Off target. Performance has worsened compared to quarter last year (more rough sleepers).
HOU8	Number of households registered on the F&HDC Housing Waiting List	1,172	**1,324**				1,324	No Target		↓	**Aim to minimise** (fewer is better). No target (monitoring only). Positions has worsened compared to same quarter last year.
KPI CODE	**Temporary accommodation**										
HOT8	Average number of households in temporary accommodation (TA) over the period	101	**128**				128	120	X	↓	**Aim to minimise.** Off target. 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	20	**30**				30	20	X	↓	**Aim to minimise.** Off target. More households in B&B compared to last year (B&B stats 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					

7 Strategic Housing & Homelessness

	Key Performance Indicator	Q1 Actual 2025-26	Q1 Actual 2026-27	Q2 Actual 2026-27	Q3 Actual 2026-27	Q4 Actual 2026-27	Year to Date (YTD)	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	12	**10**				10	50 Annual	✓	⇩	**Aim to maximise.** Fewer than at same quarter last year, but on track to meet annual target for this stage in year.
HOU2	Council home new builds and acquisitions started (this financial year)	33	**8**				8	20 Annual	✓	⇩	**Aim to maximise.** Fewer than the same quarter last year. However, cumulative position already meeting target (see below).
NEW	Council home new builds and acquisitions started (cumulative, since Apr-24)	77	**85**				85	60 by 2026-27 Year end	✓	⇧	**Aim to maximise.** As above. Increase of eight further new builds and acquisitions in period, exceeding overall cumulative
HOU4	Affordable homes delivered by the Council and its partners (this financial year)	20	**42**				42	80 Annual	✓	⇧	**Aim to maximise.** Performance improved on same quarter last year and on track to meet annual target for this stage in year.
NEW	Affordable homes delivered by the Council and its partners (cumulative, since Apr-24)	43	**106**				106	240 by 2026-27 Year end	✓	⇧	**Aim to maximise.** Performance improved on same quarter last year and on track to meet target by year end.
HOU6	Private sector homes improved through Council intervention	92	**99**				99	300 Annual	✓	⇧	**Aim to maximise.** Performance improved on same quarter last year and on track to meet annual target for this stage in 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				