



Agenda

Meeting: **Overview and Scrutiny Committee**
Date: **1 May 2018**
Time: **7.00 pm**
Place: **Council Chamber - Civic Centre, Folkestone**

To: **All members of the Overview and Scrutiny Committee**

The committee will consider the matters, listed below, at the date, time and place shown above. The meeting will be open to the press and public.

Members of the committee, who wish to have information on any matter arising on the agenda, which is not fully covered in these papers, are requested to give notice, prior to the meeting, to the Chairman or appropriate officer.

This meeting will be webcast live to the council's website at <https://shepway.public-i.tv/core/portal/home>.

1. **Apologies for Absence**

2. **Declarations of Interest**

Members of the committee should declare any interests which fall under the following categories*:

- a) disclosable pecuniary interests (DPI);
- b) other significant interests (OSI);
- c) voluntary announcements of other interests.

3. **Minutes (Pages 3 - 10)**

To consider and approve, as a correct record, the minutes of the meeting held on 27 March 2018.

4. **LGA Corporate Peer Challenge - Draft Corporate Position Statement (Pages 11 - 36)**

Queries about the agenda? Need a different format?

Contact Sue Lewis – Tel: 01303 853265
Email: committee@folkestone-hythe.gov.uk or download from our website
www.folkestone-hythe.gov.uk

Report C/17/101 outlines the corporate position statement prepared by the Council that set out the council's current position, telling the story of where we are and provides context in preparation for the Peer Team's visit due in June 2018.

5. **Draft Healthier Housing Strategy 2018-2023 (Pages 37 - 84)**

This report introduces the draft Healthier Housing Strategy for the period 2018/2023. The document sets out how the Council and its local partners intend to work together to address the housing and related needs of the district.

6. **Funding for Shepway Citizens Advice (CA) (Pages 85 - 88)**

The District Council has historically supported Citizens Advice (CA) with grant funding. In the financial year 2016 /2017, CA dealt with over 5000 enquiries (a significant increase on previous years) and saw over 2000 clients who were supported with specialist advice and casework services. CA provides a vital service to the community, dealing with complex issues that significantly impact upon people's lives. This report proposes future funding options for the Council to consider.

7. **Annual Scrutiny Programme (Pages 89 - 100)**

Report A/18/07 presents recommendations for the work programme for the overview and scrutiny committee for 2018/19.

*Explanations as to different levels of interest

(a) A member with a disclosable pecuniary interest (DPI) must declare the nature as well as the existence of any such interest and the agenda item(s) to which it relates must be stated. A member who declares a DPI in relation to any item must leave the meeting for that item (unless a relevant dispensation has been granted).

(b) A member with an other significant interest (OSI) under the local code of conduct relating to items on this agenda must declare the nature as well as the existence of any such interest and the agenda item(s) to which it relates must be stated. A member who declares an OSI in relation to any item will need to remove him/herself to the public gallery before the debate and not vote on that item (unless a relevant dispensation has been granted). However, prior to leaving, the member may address the meeting in the same way that a member of the public may do so.

(c) Members may make voluntary announcements of other interests which are not required to be disclosed under (a) and (b). These are announcements made for transparency reasons alone, such as:

- membership of outside bodies that have made representations on agenda items, or
- where a member knows a person involved, but does not have a close association with that person, or
- where an item would affect the well-being of a member, relative, close associate, employer, etc. but not his/her financial position.

Voluntary announcements do not prevent the member from participating or voting on the relevant item

Folkestone

Hythe & Romney Marsh
Shepway District Council



Minutes

Overview and Scrutiny Committee

Held at: Council Chamber - Civic Centre, Folkestone

Date: Tuesday, 27 March 2018

Present: Councillors Miss Susan Carey, Peter Gane (Chairman), Clive Goddard, Ms Janet Holben, Mrs Claire Jeffrey (Vice-Chair), Mrs Mary Lawes, Michael Lyons, Ian Meyers, Russell Tillson and Mrs Rodica Wheeler

Apologies for Absence

Officers Present: Andy Blaszkowicz (Head of Commercial and Technical Services), Andy Jarrett (Head of Strategic Development Project), Jyotsna Leney (Community Services Manager), Sue Lewis (Committee Services Officer), Susan Priest (Corporate Director - Strategic Development), Charlotte Spendley (Head of Finance), Lee Walker (Group Accountant) and Julia Wallace (Masterplanning Project Manager)

Others Present: Councillor Mrs Jenny Hollingsbee (Cabinet Member for Communities), Councillor Alan Ewart-James (Cabinet Member for Housing), Councillor Mrs Ann Berry (Cabinet Member for Transport) and Councillor Dick Pascoe (Cabinet Member for Property Management and Environmental)

85. **Declarations of Interest**

Councillor Mrs Claire Jeffrey declared a voluntary announcement in respect of minutes and as she is Chairman of Oportunitas. As she has a dispensation from the Monitoring Officer she remained in the meeting during the discussion and voting on this item.

Councillor Mrs Susan Carey declared a voluntary announcement in respect of minute as she is a customer of Oportunitas. She remained in the meeting during discussion and voting on this item.

86. **Minutes**

The minutes of the meetings held on 30 January and 27 February 2018 were submitted, approved and signed by the Chairman following an amendment to the meeting of the 27 February correcting Councillor Russell Tillson's name in minute 80.

87. **Otterpool Park draft Framework Masterplan**

Report C/17/89 brings to Cabinet for its consideration the draft Framework Masterplan for Otterpool Park prepared by the landowners' consultant team, and seeks its endorsement to allow it to be used to make representations to the Local Planning Authority on its Regulation 18 draft Core Strategy Local Plan and to inform a planning application currently under preparation. It also provides an update on the role of Homes England as a landowner in the project and sets out the Collaboration Board's proposed Unique Selling Points on which to base future promotion of the garden town.

Julia Wallace, Masterplanning, Urban Design and Viability Manager noted that the masterplan is now at a stage that it can be shared with residents and developers to promote the site for employment and leisure. It is also a time to promote what other partners can do.

Following consultations with local residents and statutory agencies further works have been done which has resulted in a number of changes as follows:

- West of the site has seen changes to the internal boundaries.
- The High Street has been moved to a more central position.
- Buffer zones and landscaping for residents of Lympe and Barrow Hill with provision for open space has been included.
- Westenhanger Castle will have a more prominent setting with green space next to it.

Works are ongoing in respect of bus routes, cycle ways and the station connection with further talks taking place. Bus routes must be a priority to ensure that the correct routes are in place and it was suggested that talks take place with KCC to provide additional routes rather than add to old ones.

Andy Jarrett, Head of Strategic Development Projects informed that if the masterplan is endorsed by Cabinet on 28 March then further consultations will take place over the summer with exhibitions and workshops.

The submission of the planning application will take place in September following further works on the technical aspects.

Mr Jarrett made it clear that the masterplan is not a blue print and can be changed as the works progress.

Members paid particular attention to the following:

- Relocation of the station – there is no intention to move the station, this would be costly and it was decided that changing the direction of the High Street was more of a priority.
- Employment – the site will attract new businesses, and aim to encourage skilled people to the area while providing for local people.
- Buffer zones – members were pleased to see that resident's views had been heard in respect of buffer zones as commented on above.
- Stone Street – concern was raised in respect of traffic flow from Stone Street and it needs to be made clear that this is not the main access route to be used and signage must be clear.
- Mapping – members asked that any future settlement names are indicated on maps and plans they reflect the scale of the villages and towns.
- Affordable Housing – this will be fully compliant with planning policy.

Proposed by Councillor Russell Tillson
Seconded by Councillor Michael Lyons and

Resolved: To receive and note Report C/17/89.

(Voting: For 9; Against 0; Abstentions 1)

88. **Grounds Maintenance Management Solution - Potential Collaboration with Dover District Council**

The Grounds Maintenance Manager is leaving the Council at the end of April this year. Due to the Transformation Project the future shape of the Grounds Maintenance (GM) management team is uncertain. Report C/17/86 puts forward a temporary solution working with Dover District Council's Open Spaces Team to cover the management of SDC's grounds maintenance service through this interim period.

Andy Blaszkowicz, Head of Commercial and Technical Services said that during this temporary period there will be a salary saving of £26k. The management of the service will be undertaken by Dover, who will support line management, budget monitoring and other tasks associated with the role as detailed in the report. Some other tasks that need to be undertaken will be spread across the service area. This arrangement will be constantly reviewed throughout the 6 month period.

Standards to Shepway residents will not drop and if, at any time they do then the arrangement will be reviewed.

Once the 6 months are up and the new structures are clear under the transformation process the management of the service area will be reviewed.

Proposed by Councillor Clive Goddard
Seconded by Councillor Michael Lyons and

Resolved: To support the recommendations in Report C/17/86.

(Voting: For 10; Against 0; Abstentions 0)

89. **Princes Parade Pay and Display Parking**

Report C/17/94 summarises the actions taken by officers following the Cabinet Member decision to proceed with the scheme. It notes public concern over the positioning of the parking machines and considers options and external health and safety advice to mitigate and minimise any potential risk.

Andy Blaszkowicz, Head of Commercial and Technical Services presented the report informing members that following public concern over the location of the parking meters, officers have looked at the perceived risks and options and have recommended option 3 in the report to relocate the meters to the south side promenade.

If this is approved at Cabinet on 28 March then works will take approximately 3 weeks to complete and the scheme can open on 1st May.

The meters will be protected with perspex shrouds which should help to maintain them against sea spray/salt and weather. Officers are confident that this will be a sufficient form of protection.

Proposed by Councillor Michael Lyons
Seconded by Councillor Rodica Wheeler and

Resolved: To receive and note Report C/17/94.

(Voting: For 10; Against 0; Abstentions 0)

90. **General Fund Revenue Budget Monitoring - 4th Quarter 2017/18**

Report C/17/91 provides a projection of the end of year financial position of the General Fund revenue budget, based on expenditure to the 31 January 2018.

Charlotte Spendley, Head of Finance presented members with the report informing that a net saving of £90k was projected and noted the summary of variances shown at 2.3 in the report and the reasons for these shown at 2.4 onwards.

Members asked why the delay with implementing Universal Credit had a financial impact and were informed that it was due to a higher than budgeted number of residents remaining eligible for Housing Benefit.

Proposed by Councillor Clive Goddard
Seconded by Councillor Russell Tillson and

Resolved: To receive and note Report C/17/91.

(Voting: For 9; Against 0; Abstentions 1)

91. **General Fund Capital Programme Budget Monitoring - 4th Quarter 2017/18**

Report C/17/87 provides a projection of the latest financial position for the 2017/18 General Fund capital programme, based on expenditure to 28 February 2018. The report identifies projected variances to the approved capital programme to 31 March 2018 including slippage on schemes from 2017/18 to 2018/19.

Lee Walker, Group Accountant – Capital and Treasury Management highlighted the position across the service units as shown in 2.1 in the report, together with the variances at 2.2.

Members paid particular attention to the following:

- Ship Street site - why had the Council had been unsuccessful in its bid to the Housing Infrastructure Fund and what this now means for the site.

Mr Walker did not fully know the reasons for the failure and would respond following the meeting. Although the scheme as it stands cannot go forward it is hoped that an option would be found in due course.

- Beach Maintenance – members were informed that the Hythe scheme had been delayed and would take place after Easter and is part of the twice yearly planned works.

Proposed by Councillor Russell Tillson
Seconded by Councillor Michael Lyons and

Resolved: To receive and note Report C/17/87.

(Voting: For 10; Against 0; Abstentions 0)

92. **Housing Revenue Account and Capital Budget Monitoring 2017/18- 4th Quarter**

Report C/17/88 provides a projection of the end of year financial position for the Housing Revenue Account (HRA) revenue expenditure and HRA capital programme based on net expenditure to 31 January 2018.

Charlotte Spendley, Head of Finance presented the report highlighting the variances as shown at 2.2 and the reasons for the projected underspend at 3.2. It was noted that some works including new builds had been deferred but the overall programme has not changed.

Proposed by Councillor Peter Gane
Seconded by Councillor Michael Lyons and

Resolved: To receive and note Report C/17/88.

(Voting: For 9; Against 0; Abstentions 1)

93. **Future funding for The Quarterhouse**

Report C/17/84 presents the case for the continuation of funding for The Quarterhouse (QH) in Folkestone, following the end of the five year funding agreement on 31 March 2018 whereby SDC provided £25,000 per annum.

Jyotsna Leney, Community Services Manager informed members that KCC has agreed to continue their funding and Cabinet, at its meeting on 28 March, are asked to continue SDC's funding for a further 3 years.

The venue is on the East side of Folkestone and has regular events which helps towards the local economy and is very well supported.

Most members agreed that the support should continue, as not only is the venue used for events but it offers a number of free use days and numerous school educational trips.

Proposed by Councillor Peter Gane
Seconded by Councillor Ian Meyers and

Resolved: To support the recommendations in Report C/17/84.

(Voting: For 9; Against 1; Abstentions 0)
Councillor Mrs Mary Lawes recorded her vote Against.

94. **WW1 Centenary Memorial Fund**

Report C/17/90 sets out a proposal for a World War One Centenary Memorial Fund in 2018. Funding of £50,000 to support this grant scheme has been identified in the 2018/19 budget.

Jyotsna Leney, Community Services Manager informed that if Cabinet agree the recommendations at its meeting on 28 March then funding of £50,000 would be available for local community groups and others to apply to hold activities and events reflecting the First World War.

Each grant application can be in the region of £500 to £10,000, with those over £10,000 being assessed on merit.

Parish Councils have already been informed and if agreed at Cabinet details will be widely promoted.

Proposed by Councillor Mrs Rodica Wheeler.

Seconded by Councillor Michael Lyons and

Resolved: To receive and note Report C/17/90.

(Voting: For 10; Against 0; Abstentions 0)

95. **Oportunitas Progress Report and Business Plan 2018/19**

This report provides an update from the Board of Oportunitas Ltd (“the company”) covering activities undertaken in 2017/18 which includes a financial statement in-line with the requirement contained in the Shareholder’s Agreement between the company and the Council. It also proposes a Business Plan for the period 2018/19.

Councillor Mrs Claire Jeffrey presented members with an update from the Board informing that they have now invested in 1 commercial unit, 29 residential and that a further 12 units are being looked at.

She informed that further works had been done to improve promotion and quoting of works and a new website has been developed to reflect the changes, this will go live in April.

Members were informed that the Board’s ethos was to employ local firms to do the works.

Proposed by Councillor Russell Tillson
Seconded by Councillor Clive Goddard and

Resolved: To receive and note the report.

(Voting: For 10; Against 0; Abstentions 0)

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This Report will be made public on 24 April 2018

Report Number **C/17/101**

To: Cabinet
Date: 02 May 2018
Status: Non-Key Decision
Head of service: Susan Priest,
Cabinet Member: Councillor David Monk, Leader of the Council

SUBJECT: LGA CORPORATE PEER CHALLENGE – DRAFT CORPORATE POSITION STATEMENT

SUMMARY: This report outlines the corporate position statement prepared by the Council that set outs the council's current position, telling the story of where we are and provides context in preparation for the Peer Team's visit due in June 2018.

REASONS FOR RECOMMENDATIONS:

Cabinet is asked to agree the recommendations set out below because: Cabinet previously agreed to undertake the LGA's free tool of the Corporate Peer Challenge as an opportunity to take stock of where we are and seek guidance, shared learning and challenge from the selected Peer Challenge Team.

RECOMMENDATIONS:

1. To receive and note report C/17/101.
2. To consider and approve the draft Corporate Position Statement.
3. To note that final changes will be approved by the leader prior to sharing with the LGA Peer Challenge Team in preparation for their visit to the district.

1. BACKGROUND

- 1.1 Cabinet agreed in December 2017 to ask the LGA to undertake a Corporate Peer Challenge review. This is a free tool offered by the LGA that provides robust and effective improvement managed and delivered by the sector, for the sector.
- 1.2 The Challenge consists of a 3 day visit by a selected and agreed Peer Challenge Team, made up of members and officers from other councils. To assist them with the visit, as part of the preparation, the Council has to produce a Corporate Position Statement.

The purpose of the Position Statement

- 1.4 The Position Statement is essential a self-assessment and the key background document for the peer team prepared by the Council. It seeks to provide a brief steer to the peer team in terms of what we would like them to focus on. It usefully summarises the key drivers, issues, challenges, context and current thinking in relation to the areas of focus. The position statement is structured around the five core components (priority setting, financial planning, leadership and governance and capacity (see section 2) as well as the focus area agreed with the LGA, in our case, on our approach to commercialisation.
- 1.5 The Position Statement is our opportunity to undertake an honest self-assessment and provide the peer team with a summary of the most pertinent issues and challenges. The peer challenge process works best if Peers are clear at the outset of the areas where the Council would most welcome and benefit from their observations. It allows us to make an active contribution to the continual demonstration of improvement in local government.
- 1.6 The Position Statement sets the context for the visit and, due to a restriction in number of pages, it cannot cover everything. The attached draft document has sufficient references to enable the Peer Team to both question and challenge Members and Officers alike during the visit.

2. RISK MANAGEMENT ISSUES

- 2.1 The risks have been considered and outlined below:

Perceived risk	Seriousness	Likelihood	Preventative action
Reputational Risk A review could highlight unforeseen areas for	Medium	Low	Depending on the outcome of the peer challenge, there could be elements for

improvement that will need additional resource to manage			improvement that will need to be resourced and managed. The peer challenge is an iterative process and therefore the council will be kept informed of any potential issues throughout the process and given opportunity to challenge or prepare a response.
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3. LEGAL/FINANCIAL AND OTHER CONTROLS/POLICY MATTERS

3.1 Legal Officer's Comments (DK)

There are no legal implications arising directly out of this report.

3.2 Finance Officer's Comments (CS)

There are no financial implications arising from this report.

3.3 Diversities and Equalities Implications

There are no diversity or equality implications arising from this report.

4. CONTACT OFFICERS AND BACKGROUND DOCUMENTS

Councillors with any questions arising out of this report should contact the following officer prior to the meeting:

Susan Priest
Head of Paid Service

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**Folkestone & Hythe
District Council**

**LGA Corporate Peer Challenge
Corporate Statement**

2018

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- Case Study 6 ~ Opportunities with Oportunitas

Our Biggest Challenges

- 1 ~ Managing expectations and prioritising the wealth of opportunities
- 2 ~ Promoting excellence of the council
- 3 ~ Timescales for financial returns
- 4 ~ Not losing sight of the day job
- 5 ~ Staff Recruitment & Retention
- 6 ~ Appetite for risk

1. Welcome

On behalf of the Cabinet and staff at Folkestone & Hythe District Council we welcome the peer challenge team to our district.

Our vision for the district is to **Invest for the next Generation** whilst **Delivering More of What Matters**. Through this peer review we aim to demonstrate that we are an ambitious Council rising to the challenges facing local government, and showing that we are making the best of our opportunities for this generation and the next whilst recognising that even more is yet to be done.

In 2017 we reviewed and agreed our new Corporate Plan; this builds on previous objectives and reinforces our ambitions for the district. Our Corporate Plan demonstrates our commitment to sustainability, while embracing growth and building on the strengths of our geographic location.

The common issues we face with many other local authorities across the country are:

- Challenging financial environment;
- Ageing population with associated demands on local services;
- Increasing demand for housing outstripping supply;
- Rising house costs, particularly in the private rental market;
- High demand for affordable housing and increasing levels of homelessness;
- Providing the necessary social infrastructure to keep pace with the scale of growth ambition; and
- Mitigating the concerns over growth with the positive impact they can have.

We recognise we have both a great opportunity and responsibility as place makers. We are creating new communities, such as Otterpool Park, that will bring thousands of new families to Folkestone & Hythe over the next 30-40 years and our decisions today are part of the legacy we will pass to future generations who will live, work and visit our beautiful district. Successful placemaking will critically depend on our ability to ensure the necessary infrastructure and services keep pace with this growth. We will continue to work with our communities (current and future) to enable them to access services efficiently, to deepen and extend the reach of our engagement and we will continue to leverage the input from other partner organisations and bodies to help us deliver our objectives. While retaining a relentless focus on delivering excellent customer services, we recognise the need to shape our organisation and prepare our staff for the challenges ahead. Our ambition for the district is clear, as is the importance of ensuring the Council is internally sustainable and fit to deliver now and in the future.

To raise the profile of the district and its assets, the Council agreed (in January 2018) to change its name from Shepway District Council to **Folkestone & Hythe District Council**, aptly



named after the two principal towns where nearly two thirds of our population live and mirroring that of the parliamentary constituency. This gives a stronger geographical identity to support the district's ambitious regeneration plans whilst also reflecting Folkestone's growing international arts-based reputation.

This Statement sets out some of our recent achievements and also gives an honest assessment of areas that challenge us.

We welcome the Peer Review as a way of learning from the valued insights of Members and Officers from other like-minded authorities, and to share some of our good practice of innovation, for example, to contribute to the continual demonstration of improvement in local government.

[insert Signatures on approval]

Leader of the Council
Cllr David Monk

Head of Paid Service
Dr Susan Priest



2. Understanding our District & Priority Setting

Folkestone & Hythe District Council has set an ambitious agenda to serve our communities. At the Council meeting on the 26 April 2017, Members approved the refreshed Corporate Plan and the following vision for 2017-2020:

**Investing for the next generation ~
delivering more of what matters**

Our vision builds on previous iterations of the corporate plan and reinforces the importance to the Council, and district, of making sure we have a place fit for our communities now and in the future. This vision is directly reflected in the ambition we have set out for [Otterpool Park](#) and other key development projects that will transform our district. In addition, delivering more of what matters is just that; focusing our limited resources on the important services and valued functions for our residents, businesses and visitors.

Our external focus is reflected in 4 (of the 6) strategic objectives:

- **More Homes** - Provide and enable the right amount, type and range of housing;
- **More Jobs** - Work with businesses to provide jobs in a vibrant local economy;
- **Appearance Matters** - Provide an attractive and clean environment; and
- **Health Matters** - Keep our communities healthy and safe.

In addition, we have two strategic objectives that focus on the Council as an organisation, which reflects the issues facing local government as a whole, as outlined in Section 1. These are:

- **Achieving Stability** - Achieve financial stability through a commercial and collaborative approach; and
- **Delivering Excellence** - Deliver excellent customer service through commitment of staff and members.

The objectives were identified by Cabinet at its Awayday in October 2017 and capture what is important to them to deliver as ambassadors for the communities they serve. These drew heavily on evidence and data from the State of the District information and the Ward Profiles produced by the Council (see case study later in this section) to ensure that our objectives and priorities were grounded in a sound evidence base.

Members also considered key aspects of the Service Plans produced by each operational team (around 30), which are produced annually by individual team managers. These plans are based on our knowledge of customer needs, statistical analysis of services and contextual information. They are developed in collaboration with the relevant Cabinet Portfolio Holder, the Head of Service and members of staff. They are also collectively

reviewed by Heads of Service and CMT to ensure that any cross-cutting priorities are reflected in the associated resourcing plans.

Recognising the important role of all Councillors, an early draft of the Corporate Plan was shared at Overview and Scrutiny Committee and their comments incorporated into the final document. As the democratically elected members of the Council, it was important to have the input from all members being best placed to know their communities and to represent their views.



The [Corporate Plan](#) is available on our website and partners and neighbouring authorities, as well as our 24 town and parish councils were sent copies. Also, in terms of our staff, direct links through to our Performance Management Framework ensures that every member of staff is aware of their personal and team contribution to delivering our Strategic Objectives.

Continuous Improvement - Our Transformation Programme

We are at an early stage in our transformation programme, which has three core drivers for change:

- **Improving service delivery;**
- **Improving resilience; and**
- **Improving efficiencies by, for example, adopting new technology and modern ways of working.**

Potential savings are expected and will be welcomed as a key outcome, however, this in itself is not the key driver.

Case Study 1 ~ Delivering Excellent Customer Service

Last year, we retained the nationally acclaimed Customer Service Excellence Standard. We are proud that 7 areas were identified as scoring 'compliance plus'. These were for:

- Making particular efforts to identify hard to reach and disadvantaged groups and individuals and have developed our services in response to their specific needs;
- Having a corporate commitment to putting the customer at the heart of service delivery and leaders in our organisation actively support this and advocate for customers;
- Using customer insight to inform policy and strategy and to prioritise service improvement activity;
- Empowering and encouraging all employees to actively promote and participate in the customer-focused culture of our organisation;
- Making arrangements with other providers and partners to offer and supply co-ordinated services, and these arrangements have demonstrable benefits for our customers; and
- Having developed co-ordinated working arrangements with our partners that ensure customers have clear lines of accountability for quality of service.

The Council provides services to all, whilst others are tailored to individual need. We will continue to invest in improvements in the technologies we need to meet the diversity of customer demand in accessing services, as well as meeting the greater expectation to be accessible 24/7. This will be through using a variety of channels, just as customers would expect from other service providers such as their utilities and banks. Accessible, easy to use online services and processes that are designed from a customer perspective, will make the Council more effective by:

- Delivering consistent high quality customer services every time;
- Supporting easy access services using methods customers prefer at a convenient time;
- Solving most of customers' requests there and then, at first point of contact, and being able to track enquiries through to delivery;
- Tailoring services to customers' needs, knowing what drives their satisfaction and being able to resolve the causes of failures and complaints; and
- Ensuring a robust ICT infrastructure and digital principles are in place.

In February 2018, Cabinet supported the move to a new operating model and this will see potential investment of up to £5.9 million in the organisation.

Case Study 2 ~ Ward Profiles

13 ward profiles have been carefully prepared that cover a wide variety of information on demographics, housing, health, the local economy, services and community amenities. Their purpose is to:

- create a shared understanding across the council and the community about each ward;
- help council officers understand the communities when planning service delivery, community engagement or consultations;
- support elected members in their role as civic leaders and community champions; and
- provide a resource that can be used by the public and voluntary & community groups (e.g. to support funding bids).

We have made the ward profiles available on the [internet](#) (in pdf form) for other partners to use as they tailor their services and interventions to support our communities. In addition, we have other quantitative and qualitative data available to us as a council including: quarterly performance reporting, equality reports, state of the district fact sheets and partnership data including community safety and housing. Information is published in line with the Local Government Transparency Code. More remains to do be done as we collect and publish data to make it available in open data format.

The Important Role of Councillors

Councillors are clearly positioned and take very seriously their role as community ambassadors. As the democratically elected members of the council, they are very well placed to know their communities and to represent their views through decision-making.

3. Leadership of Place

In 2004 the Council was rated as “weak” under the Audit Commission’s Comprehensive Performance Assessment (CPA), scoring 30, one above the score that would have seen it categorised as “poor.” The Council had sought to address budgetary pressures by raising council tax by 39% for 2004/05 and it was prevented from so doing by a cap imposed by the government at 29%. Since this low ebb, the Council has gone from strength to strength and in 2008 the council was judged to be “good” under the reassessment of CPA.

Since then the Council has continued to improve its financial position; continuing to look for ways to improve services. This has been achieved through effective councillor and staff partnerships, attention to detail, strong financial discipline and investment in our staff.

Partnership working is strong in the district, an early example that is still going 15 years later is BOSCO (Boulogne and Shepway Co-Operation), a cross-channel association between us and Boulogne, with a focus to improve economic development and regeneration. Other partnerships, such as the Channel Corridor Partnership and the East Kent Local Strategic Partnership covering 4 East Kent districts, built on our willingness to work collaboratively in tackling common challenges such as deprivation, social and health issues as well as transport and economic development. Alongside this, we are part-owners of the East Kent Spatial Development Company (EKSDC), which was established to support and strengthen the economic growth of the sub-region. We continue to embrace shared services with neighbouring district and county authorities on the following:

- East Kent Housing
- East Kent Audit Partnership
- East Kent Waste Partnership
- Social Lettings Agency with Ashford Borough Council
- East Kent Growth Board

We have now more finely-honed our approach to exploring commercial opportunities by extending our Lifeline service to cover Dover District’s residents (at their request); renting out vacant office space within the Civic Centre in Folkestone and New Romney; disposing of surplus assets (such as Shorncliffe Road); establishing *Oportunitas*, the council’s regeneration and housing company; and purchasing strategic development sites. These actions are reducing our overhead costs and providing a steady income to the Council and, with senior-level commercial skills recently recruited into the council, much more will be done as we more fully explore commercial opportunities. We have, and will continue to, invest heavily to ensure the district continues to be a sought-after place to live, work and visit.

The last 3-5 years have seen the Council continue to challenge itself and adopt new ways of working. We have sought to be a commissioner and enabler rather than a direct deliverer of services where it made sense. In addition, we have looked to merge with other neighbouring districts and, although this may not have materialised, it has given us a greater understanding of ourselves as well as considering other potential approaches, whether on our own or in partnership with others.

Working with Others

We are proud to work closely with a wide range of agencies, organisations, local councils, businesses and the community, and voluntary sector to deliver what is needed for our district. Partnerships such as our Landlord Forum, help us with housing matters; Shepway Business Advisory Board helps us address critical business issues; Shepway Tourism Board gives us a detailed understanding of how we can support this key sector; and our work with the community safety partnership, including activities such as our Green Gyms, encourage healthier lifestyles and improve the appearance of the district.

As an enabler, we work closely with other partners across the district to maximise economic development and regeneration opportunities across the district, through support, funding or in-kind resources. This has included, for example, working to bring forward development at Folkestone Seafont and Harbour Arm, the international arts-based Triennial, and working with the Creative Foundation on the regeneration of the Old High Street etc.

We work closely with Town & Parish Councils and have an agreed Parish Charter that clearly articulates what can be expected of us as a council, and what we expect in return to help us deliver to our residents. We also recognise that the district (and ward) boundaries are purely administrative and that some of the more remote parts of our district looks to Ashford, whilst others look towards Canterbury as their main economic centres.

Community Leadership

Our Councillors as well as staff take their role as community champions very seriously. They work hard within their areas and across wards to help deliver the very best for citizens as well as local businesses and visitors.

Examples of our community leadership include:

- **Bringing Beach Huts back to life**

The Council has recently brought these assets back into Council control. They offer future development opportunities for more intensive community use and enjoyment of our beautiful coastline. Over time we intend for them to provide greater animation and attraction to our coast and towns. A great deal of preparatory work was involved in bringing these back into our commercial portfolio and the huts will be developed over time as resources allow.

- **New Leisure Facility for the District**

The deterioration of the existing facility based in Hythe led the Council to undertake extensive feasibility work for a new facility that will be based on a council-owned seafont site. The project will include new open landscaped parkland as well as 150 new homes. There have been differences of opinion to the development. However, the Council has shown clear resolve and strong leadership, while listening carefully to local views and balancing those with the broader views and future needs of residents.

- **Radnor Park**

This flagship project saw the regeneration of a key part of the district with a renovated lodge providing tea rooms in partnership with East Kent College; a community-led modernised play area; and an integrated landscaping project to bring the lodge, renovated fountain, outdoor seating, walkways, planting and play areas in to one cohesive user experience.

- **Community-led Local Development – Folkestone Community Works**

Folkestone Community Works – this is a £5 million a Community Led Local Development ERDF/ESF funded programme up to 2022 for the central, east and harbour areas of Folkestone. The programme will provide support to help residents into work, for local businesses to grow, including the provision of business space, and improve access to services for businesses and residents

Partnership Working

The Council works with a number of partners at a regional level, through for example, the South East England Councils, as well as the nuclear industry through Nuclear Legacy Local Authority Forum (NuLeAF) and New Nuclear Local Authority Group (NNLAG). We also work closely with the South East LEP through the Kent and Medway Economic Partnership, which has resulted in us securing European Social Fund (ESF) and European Regional Development Funding (ERDF) for our Folkestone Community Works Programme, and Local Growth Funds for the Folkestone Seafront development.

A few district examples include:

- **Shepway Welfare and Employment Board** includes officers from relevant teams of the Council, along with Job Centre Plus, Kent County Council, South Kent Coast Clinical Commissioning group, East Kent College and East Kent Housing. Its purpose is to ensure effective collaborative working between partners relating to welfare and employment to deliver better outcomes for client groups.
- The Council is a key partner of the **Community Safety Partnership** working closely with other organisations to deal with issues of crime and anti-social behaviour to help develop aspired and cohesive neighbourhoods, supporting the wider health and wellbeing agenda in the district.
- In 2017, the Council adopted a **Parish Charter** with the support of the Joint Parishes Committee. A number of town and parishes have adopted this and the charter outlines our expectations of each other to deliver the best for our communities.

Case Study 3 ~ [Otterpool Park](#)

Long term growth through a new garden town

The Government has supported the proposal for a new garden town in the District, between Ashford and Folkestone, perfectly located next to Jct 11 of the M20 and Westenhanger Station. The plan is to provide long term growth for homes and jobs in the district in a high quality, landscape-led environment. We, as the council, own a significant area of land within the site (144 hectares) and are working in partnership with another major landowner in the area, Cozumel Estates to prepare a masterplan and planning application for Otterpool Park.

The partners have acquired further land under options and most of the area is now in the control of ourselves and partners. The council has resolved to use its CPO powers, if necessary, to assemble any further land should it be necessary.

Homes England has recently purchased land within the area and will become an active partner in the project once it has become a signatory to the Collaboration Agreement between the existing partners. Cabinet has supported pursuing a corporate joint venture as a preferred delivery option, and work on the business plan is underway.

Otterpool Park will deliver: around 10,000 homes and 8000 jobs, income to the council over the long term from capital receipts and revenue; and major infrastructure including schools, station improvements, open spaces, highway improvements; community and health facilities.

4. Organisational Leadership & Governance

Our Political Leadership

The political leadership of the Council is through the [Executive](#) which consists of the Leader, Deputy Leader and a further eight Portfolio Holders. The managerial leadership is made up of the Corporate Management Team (CMT: Head of Paid Service and two Corporate Directors). CMT is supported by 8 Heads of Service managing a staff complement of some 320 full-time equivalent (headcount of 371 staff). There is strong and stable political leadership, with Portfolios acting as clear champions and ambassadors in their relevant areas.

In 2014 the Electoral Commission undertook a boundary review. The decision was made to change some of the ward boundaries in the district. This went from 22 to 13 wards and from 46 to 30 Councillors in order to provide a balance between the number of Councillors and the electors. As a result, the political make-up of the Council today is:

- 23 Conservative group members;
- 4 UKIP group members; and
- 3 Independent members.

Governance Arrangements

Member / officer relations are underpinned by a protocol; which form part of the Council's constitution. This protocol has formed the basis of the relationship since the constitution was adopted in 2002 and is well understood. The relationship is enhanced by regular briefings between senior officers and portfolio holders to ensure that cabinet members are up to date with developments, discuss future reports and can give officers political direction. Informal discussions with cabinet also take place on a regular basis. Agendas are discussed with chairmen of non - executive committees. Members are also involved in outside meetings of particular importance e.g. the Collaboration Board for Otterpool Park. The Council is clearly member-led allowing officers to focus on operational aspects.

Our biggest challenge: Managing expectations and prioritising the wealth of opportunities

A key challenge is, as a relatively small authority, being able to prioritise when and where resources (staff and funding) are focused.

Non-executive members sit on groups that consider key Council business. For example, members of the Overview & Scrutiny Committee (OSC) are regularly consulted on reports before they are presented to Cabinet. The views of that committee are reported formally to Cabinet as part of their deliberation on the item in question. They also have an important and defined role in the budget making process and contribute to its formulation prior to consideration by Cabinet. OSC put forward to each annual meeting of the Council their draft programme for the forthcoming municipal year. The programme is created having consulted the public, parish/town councils and Members. In this way, members determine in advance the matters they want to scrutinise, in addition to items that arise during the year.

The opposition group has the opportunity to raise issues for consideration by Council under the standing agenda item "Opposition business," provided it has given notice of the matter to be discussed.

The Council has a dedicated Audit and Governance Committee which considers the annual governance statement, the local code of corporate governance and the constitution. The annual governance statement has an action plan attached to it which sets out proposals for the forthcoming year. The Monitoring Officer reports to committee each year if they consider that the constitution needs updating.

Our [Performance Management Framework](#) is focused on improving and driving performance, and not just monitoring data. Quarterly performance reports are prepared and taken to CMT, O&S and Cabinet for discussion. Key Performance Indicators (KPIs) are reviewed annually to ensure we are focused on key priorities and those aspects that need to be monitored more closely, e.g. for improvement purposes. Members can request exception reports on any KPIs and officers attend if there are particular areas of concern for discussion at committee meetings.

The Council has a Strategic Risk Management Policy that is due to be reviewed. We consider both strategic and operational risks and this also forms part of our Project Plans. These are presented to CMT and relevant Committees and discussed by Heads of Service.

Our biggest challenge: Promoting excellence of the council

2

We are very good at communicating our achievements within the district, however, more can be done to raise our profile regionally and nationally.

The benefits of this are two-fold:

- 1) In raising staff morale and seeing recognition, e.g. through the receipt of awards such as the recent Gold award for Revenues & Benefits; and
- 2) Our contribution to promoting excellence in the local government sector.



5. Our Financial Plans

We have been successful in managing to chart the difficult course of financial austerity while continuing to make significant investments in, for example, Otterpool Park to deliver our ambitious agenda and improvements in our local communities.

The Council has consistently planned its finances on a medium to long term basis and, in doing so, has ensured its reserves are maintained at a level which supports financial sustainability while protecting services from reductions. The current Medium Term Financial Strategy (MTFS) pushes the planning horizon to March 2022. The MTFS was reported to Council on the 15th November 2017 and significantly shaped the annual budget setting cycle.

Financial planning for both revenue and capital expenditure is integrated with Treasury Management as part of the annual budget setting process. The Council has adopted a strategic and integrated approach to asset management with an Asset Management Board, which includes the Cabinet Member for Property Management & Environmental Health, a Corporate Director and the Council's Corporate Property Officer amongst other key players overseeing the delivery of our Asset Management Strategy.

Financial Headlines

2018/19 Net Revenue Budget - £14.364 million
 5 year capital expenditure - £23.583 million
 District Council average Band D Council Tax - £258.39
 Forecast level of reserves as at 31 March 2019 - £13.435 million

Approach to Investment

The Council has an agreed Treasury Management Strategy that outlines our investment approach from a 'cash' investment perspective and is regularly monitored to maximise the opportunities arising from the available cash balances of the Council. This includes managing short term cash flow as well as longer term and higher risk investments such as the Churches and Charities and Local Authorities (CCLA) Property Fund in order to maximise yield in a low interest environment whilst maintaining security and liquidity.

The Council also takes a robust view of capital investments and this is included as part of a medium term capital programme and is refreshed annually during the budget process. For the current programme agreed in February 2018, there is capital investment planned totalling £23.583 million. This sits alongside the planned revenue budget and use of reserves which are considered by the Council throughout its budget process to ensure a sustainable approach to its finances.

Approach to Monitoring

The Council manages its spending within its resources. Financial monitoring is reported effectively through three tiers. All budget managers submit their projections to budget in the Collaborative Planning Module. This information is reviewed by Accountancy and three different reports are generated to ensure all levels of the organisations (Managers through to Members) have an understanding of the financial position in the year. The information is shared on a quarterly basis with Corporate Management Team (CMT) and onto Overview & Scrutiny Committee (OSC) and then Cabinet for approval.

There is regular Member involvement in managing the finances of the Council both at a formal level and informally through Portfolio holder briefings and briefings of the key Cabinet Members. All budget proposals are discussed fully with the respective Portfolio holder prior to being presented and there is widespread consultation over other financial matters such as any fees and charges proposals. All proposals are linked to the corporate priorities of the Council.

Budget Challenges

As with most Councils, the current budget environment presents significant financial challenges. The MTFS articulates the scale of that challenge. The Council is looking to adopt a multi strand approach to dealing with those.

Specifically, this includes the Transformation Programme which is estimated to save up to £1.8 million per annum from 2020/21, through service delivery improvements, efficiency measures such as adopting new technologies, appropriate increases in fees and charges, and through a growing approach to commercialisation of existing and new services and development. The challenge will be converting this strategy and aspirations into realistic and timely delivery given the changing context of local authority finance and the environment.

Our biggest challenge: Timescales for financial returns

3

Delivering commercialisation in a timely way to maximise its impact in meeting the medium-term funding gap facing the Council.

Case Study 4 ~ Relentless focus on delivery

A relentless focus on delivery is something we are very proud of. From a standing start in December 2015, we are set to bring forward a new garden town with development in 2020. By splitting the council into three distinct perspectives in delivering Otterpool Park (a corporate view; a Local Planning Authority view; and a landowner / promoter view) we ensure that all aspects are resourced with appropriately experienced officers to ensure delivery of this flagship investment which will transform the district.

6. Our Capacity to Deliver

The Council continues to embrace continual improvement. Maintaining the status quo is not an option and it has never stood still in its search for efficiency and better public service, but it is clear that significant challenges remain. The Council has been explicit in its desire to protect frontline services from further cuts in order to minimise any impact on our communities. It will strive to maintain and improve existing services through innovation, efficiencies and maximising commercial opportunities.

Transformation Programme

A new model of operational delivery will enable us to be more resilient and efficient through streamlined processes and better use of ICT which will be implemented over the coming two years.

Enabling Delivery – ICT Strategy

We are heavily investing in service delivery through digital transformation. This will improve access to services in a more efficient, effective and convenient way for our customers.

Enabling Delivery – Supporting Staff

Over the past few years we have invested heavily in our staff development and talent management. Our offer has included ILM (Institute of Leadership Management), Diplomas, and professional certificates where we seek to grow our own e.g. in planning, as well as bitesize training sessions and team building facilitation. Much of this is provided by our in-house organisational development team and we are currently reviewing our People Development Strategy with the goal of ‘Enabling people to give their best performance and develop a great career here.’

Core Values and Behaviours

As part of our continual improvement, our competencies have been refreshed and embrace the core values of:

- One Team
- Customer First
- Thinking Ahead
- Performance Counts

As we move towards rewarding staff based on their performance, demonstrable evidence of behaviours against these core values will be considered as an integral element of our performance reviews, staff training and development opportunities.

Our Challenge ~ Not losing sight of the day job

As a council, we must make sure the ‘day job’ is done to a very high standard in light of the ambitious plans and programmes the council is delivering.

4

Enabling Delivery – Supporting Members

We offer an annual training programme to Members that involves training for specific committees, e.g. planning, licensing, as well as other training and development opportunities, such as that required as Board Directors of Oportunitas, General Data Protection Regulations (GDPR) etc.

Engaging Staff

Staff sickness is at an all time low, in part, this is helped by our approach to flexible working however, the Council has worked hard to bring this down and ensure that staff are looked after.

HR undertake an Annual Staff Engagement Survey, of which the results are presented and discussed with CMT and acted upon. In addition, the HR team meet with individual managers to discuss the results and consider any specific challenges within their teams and how these can be addressed.

Internal communications has been highlighted through the staff survey as the key challenge and we are reviewing our communications strategy to ensure the methods we use are effective and engaging. We have regular Have You Heard email alerts, highlighting key information, our intranet is under review to enable it to provide greater collaboration opportunities, and we hold regular staff briefings. In addition, Heads of Service (HoS) have regular team meetings and also meet as a collective as Operational Management Team. HoS join with CMT monthly as the Senior Management Team to form a broader leadership team across the organisation.

Our Challenge ~ Staff Recruitment & Retention

5

The biggest challenge to delivery is recruiting and retaining key skills in some areas of our work, e.g. planning and property development, recognising the fierce competition from neighbouring authorities and London.

Case Study 5 ~ Council teams clinched Gold in national awards scheme

Our Revenue and Benefits, Customer Service and Business Support Teams took the Gold award for Transforming Through Technology in the Public Sector Transformation Awards ceremony, organised by iESE, which works with public sector organisations to help them answer the biggest challenge facing Britain's public services today - delivering better outcomes, at a lower cost to the public.

Up against two other finalists in the Transforming Through Technology category, our submission, demonstrated how we have reinvented the way our Revenues and Benefits service operates. By developing online services and integrating customer-facing and back-office systems we now offer a more efficient, resilient service for customers whilst significantly reducing annual service costs. Using a combination of technologies, not previously combined, has enabled customers to access services 24/7 while allowing us greater capacity to support those customers who need it.

This most recent award underpins the national recognition we consistently achieve through our Customer Service Excellence accreditation.

7. Our Focus on Commercialisation

Our Corporate Plan outlines the clear commitment and intentions of the Council to become more commercially minded through the strategic objective:

- **Achieving Stability** – To achieve financial stability through a commercial and collaborative approach.

Over the past few years our activities have been both opportunistic as well as planned. Examples such as Oportunitas, as the Council's regeneration and housing company, our investment in strategic land for the development of Otterpool Park Garden Town and other sites for housing and commercial development such as Biggins Wood, provide the foundations. To date we have taken a modest approach and recent decisions by Cabinet and Council to make additional investment funds available provide a huge opportunity to make a step change in our approach. A far more aggressive and explicit set of commercial activities will be followed to address the challenges we face.

The Corporate Plan sets out the ambitions of the Council towards commercialisation. The initial rationale for this grew from the financial pressures and the need to bridge the gap in funding in the short to medium term. However, over the last year or so, our approach has sharpened, with a greater understanding of the longer term opportunities and greater capital receipts that can come from patience and considered strategic investment in Otterpool Park and other projects such as, the Transformation Programme, our Asset Management Strategy and further investment in Oportunitas. It is clear that in the short term we can bridge the existing funding gap through becoming more effective and efficient.

To deliver this objective, we have stated that we will:

- Ensure strong financial discipline
- Explore alternative income streams including commercial opportunities
- Develop an investment strategy for the longer-term benefit of the district
- Explore opportunities including working collaboratively to achieve efficiencies, reduce costs and improve resilience
- Optimise the financial benefit from major developments in the shorter and medium term
- Identify 'Invest to Save' opportunities

Our biggest challenge: Appetite for risk

6

To be clear in the appetite to embrace the commercialisation agenda and reassess the priorities, the timelines and rationale. Also, to reconsider skills and capacity to deliver (either in-house, in collaboration or outsourced).

What are we currently working on?

The following give some examples of how we are addressing our commercial agenda:

Princes Parade Development - The Council has long-held ambitions to replace the popular, but old and failing swimming pool in Hythe. Since 2002 the Council has been working to secure a suitable site and financial commitment to build a new pool and recreation area. Feasibility studies were undertaken on the current pool site and two further sites - Princes

Parade and Nickolls Quarry. Following on from this, the Council has held firm its belief that Princes Parade is the preferred development location. In April 2016 Cabinet decided the basis of a planning application would be for a new pool, recreation centre, up to 150 new homes and new public open space. There have been differences of opinion on this proposal, which the Council has considered to help shape the final plans. However, the Council and its leadership has stood firm on the importance of seeking this much needed community asset for the district.

Lifeline – We are currently undertaking feasibility review of the Lifeline service to consider whether there is a market opportunity to expand the service.

Biggins Wood – The Council purchased a former brickworks site that has been vacant for over 20 years. Due to remediation costs, this site has not proved attractive to the private sector. Planning permission has been secured to build 77 homes with employment space. With a close proximity to Jct 13 (M20) this is an example of how we are bringing a redundant site back into use to provide much needed new homes and flexible modern commercial space with easy access to main transport routes.

Mountfield Road Industrial Estate, New Romney - The Council has taken forward proposals to develop out the remaining plots of land owned by the Council on the Mountfield Road Industrial Estate. The Economic Development team was successful in securing a bid to the Magnox Socio-economic fund in 2016 for a funding contribution towards feasibility studies and a site masterplan, including an assessment of infrastructure needs, design costs for a business incubator and skills centre. Stage 1 of this work, which is nearly completed, identifies options for taking for the site, including cost estimates and income generation potential. The next stage will involve undertaking detailed design work for the preferred option while seeking planning permission for the proposed development. All options will involve investment and potential income generation for the Council.

Folkestone Market - The Council is considering how to develop the street market in Folkestone town centre, in order to help improve the vitality of the town and attract more visitors, as well as generating greater income for the Council as the market operator.

Business Engagement Programme - There is a programme of regular dialogue with key businesses in the area which has resulted in opportunities where the Council could potentially provide new business accommodation to meet the needs of our existing key businesses to retain them in the district. These are potential income generating opportunities and there has been specific dialogue with one employer regarding our Biggins Wood development. The provision of bespoke business space could also provide a long term income stream for the Council.

With a new Corporate Director in post (April 2018), and the changes to the management team, the Peer Review is an ideal time to take stock of our commercialisation plans, the priorities we have and the wider objectives that can be met if the appetite to continue is there. We acknowledge that, as a relatively small district council, our agenda is extremely ambitious and now is the time to assess, review and consider the priorities in the short, medium and long term.

Nurturing Relationships

It is important to work closely with existing employers in the district as well as to do all we can to promote and encourage new businesses to invest and set up in the area. To do this we have a programme of strategic meetings with employers to review their needs and see how we, as a council, can help them thrive. In addition we are working to develop a focused programme of external communications to highlight the benefits of investing in the district to complement our dedicated Folkestone works website which is business facing.

Case Study 6 ~ Opportunities with Oportunitas

As part of the Council's strategic objective to Achieve Stability, in 2014 the council established a Regeneration and Housing Company called Oportunitas, Latin for Opportunity. This vehicle is wholly owned by the council and, in 2017/18, gave the Council a revenue income stream in the order of some £220,000 through the acquisition and letting of property related assets and from charging for private works relating to grounds maintenance activities. Following a modest start, in February 2018, the Council made a further investment into Oportunitas, which now has a total of some £12 million available for investment with an expectation of providing at least £360,000 revenue income per annum, whilst also addressing some of our other strategic objectives, such as More Homes and More Jobs.



8. Conclusion

Our aim has been to give an honest and balanced assessment of Folkestone & Hythe District Council, our achievements, our challenges, and our ambitions. In view of the challenges we face and changing environment with Brexit, and the ongoing considerations of dealing effectively with Operation Stack when there is disruption across borders, we remain proud of our achievements, however, we are not complacent and seek to continually challenge how we are performing and how we are responding in a rapidly changing environment for local government.

We seek stability for our district and believe we have plans in place through our development and commercialisation approach to achieve this. We also realise we have an ambitious agenda and are very clear of the potential challenges as well as the vast benefits this will give us. We know we have much to do and in focusing on a longer-term vision, we have a clear focus of where we want to be. We are looking forward to your input to help us get the best from this, and will seek to work on areas that require improvement.

We have commissioned this peer challenge to help us achieve our ambitions and also share our learning and successes with others. We are looking forward to demonstrating our ambition and passion when the Peer Team visit.

We welcome your findings and recommendations as to how we can ensure further success for our area while playing an active role in the local government family.

Appendix 1: About Folkestone & Hythe District

The Council has a comprehensive understanding of the district, made up of quantitative data such as statistics on everything from population to business numbers, housing to environmental data. This, coupled with qualitative information of our district, through Ward Profiles, our partnership working and working closely in communities and with our customer has ensured we have a clear understanding of our area. In addition, our Councillors, as community champions continuously provide a wealth of knowledge and input to the services we deliver.

Our District

Folkestone & Hythe District is a coastal district in south eastern England and home to a diverse collection of towns, villages and environments. Chiefly rural in nature, the district is large and covers approximately 363 sq. km (140 sq. miles). The district stretches from the East Sussex border (near Rye) in the south west, across the low-lying Romney Marsh and through to Folkestone and the escarpment and the hills of the Kent Downs in the north. The settlements and districts of Ashford, Dover and Canterbury adjoin Folkestone & Hythe in eastern Kent.

The district has distinctive contrasting rural landscapes and urban environments. The many parts of the district have a varied and often strong individual character.

Our People

The majority of the districts 111,200¹ residents live in urban areas (60.6%), with the remaining 39.4% to be found living in rural areas. Approximately 1 in 10 people in the district live in isolated dwellings, hamlets or small villages (below 1,000 people). Romney Marsh ward is the largest and the most sparsely populated area in the District.

Compared to other English authorities, our district has a high proportion of people with limiting long term illness. A high percentage of the population claim disability related benefits, with the District ranked amongst the top 20% of authorities in England for this indicator. At 83.4 years, life expectancy from birth in females is 3.7 years higher than males in the district (at 79.7 years) in line with the UK figures, although below that of Kent and the South East. (District Equality and Diversity Profile (2016)).



¹ 2016 Mid-Year Population Estimates - ONS

Deprivation Levels

The district as a whole suffers from considerable deprivation relative to the national average and there is also significant inequality within the District with deprivation concentrated in the urbanised coastal areas and the rural south. Rural areas have poorer access to services and facilities. The district suffers from high levels of disability / long term illness, reflecting, in part, the relatively high proportion of older people living in the District. Population growth, household growth and demographic change will place additional and changing demands on key services and facilities such as housing, health, education and social care. There are some areas of Shepway where crime is likely to have a significant effect on the health and well-being of individuals and communities, as well as the potential for economic growth and diversification.

Our Economy and Infrastructure

The district has a number of economic strengths, including its good transport links (M20 motorway, High Speed rail links to London, and proximity to the Channel Tunnel), relatively low wage levels and affordable land/building costs relative to the wider South East region, a large working age population and a high quality natural environment. Economic weaknesses include its relative remoteness, relatively low rates of entrepreneurship and few residents with higher skills². There is a need to increase the take up rate of further education courses and diversify the skills base of the local labour market, to ensure local business sectors are able to improve the long-term prosperity of residents.

Our Environmental Issues

There is a long history of flooding within the district including over 101 flooding events in the last decade. Over half of homes in the District are at risk of flooding from either coastal or fluvial sources. There are 11 watercourses that have been categorised as main rivers in the District and have been sources of flooding in the past. Additionally, 55% of the District at or below sea level and the majority of Districts 41km coastline lies below the mean high water mark. Virtually all of the Romney Marsh area is within flood zone 3 due to its topography. However, the degree of risk varies significantly within the area, being dependent on factors such as topography, hydrological features and position in relation to flood defences. Much of the coastline is protected by a number of sea defences ranging from 'hard' structures to naturally forming shingle barrier beaches that are continually managed, so flooding from the sea will generally result from either the current sea defences breaching or being overtopped by wave action.



² Shepway Economic Development Strategy 2015-2020

This Report will be made public on 24 April 2018.

Report Number: **C/17/96**

To: Cabinet
Date: 18 April 2018
Status: Key Decision
Head of Service: Ben Geering, Head of Planning
Cabinet Member: Councillor Alan Ewart-James, Cabinet Member for Housing

Subject: Draft Healthier Housing Strategy 2018-2023

Summary: This report introduces the draft Healthier Housing Strategy for the period 2018/2023. The document sets out how the Council and its local partners intend to work together to address the housing and related needs of the district.

REASONS FOR RECOMMENDATIONS:

The recommendations are made because:

- a) The draft strategy sets out how the Council and its partners intend to work together to address the housing and related needs of the district.
- b) The draft strategy has been developed using comprehensive housing needs and condition data.
- c) The Council will embark on a comprehensive consultation exercise to seek the views of local partners and the community on the draft strategy for the district.
- d) It is vital that the Council makes the best possible use of the available resources for housing and regeneration purposes within the district.

Recommendations:

Cabinet is asked to:

- 1) Receive and note Report C/17/96.
- 2) To approve the draft Healthier Housing Strategy for the district, subject to the document being made available for public consultation.
- 3) To agree that the Cabinet Member for Housing has delegated authority (in consultation with the Head of Planning) to make any minor changes to the draft strategy necessary following the consultation.

1. Background

- 1.1 This report introduces the draft Healthier Housing Strategy for the district for the period 2018/2023, which is set out in Appendix 1 of this report.
- 1.2 The Strategy sets out how the Council and its local partners intend to work together to address the housing and related needs of the district. The key focus of the strategy is the delivery of affordable housing (for rent and low cost home ownership) and the improvement of housing conditions within the private housing sector within the district.
- 1.3 The draft strategy has been informed by the following updated key needs information for the district:
 - The 2017 Strategic Housing Market Assessment
 - The 2017 combined Private Sector Housing Stock Condition and Health Impact Survey
- 1.4 The document has been produced in partnership with the Planning Policy Team to ensure that it properly reflects the themes and direction set out in the emerging Core Strategy Local Plan Review. It has also been developed to reflect the emerging Health and Well Being Agenda in order to minimise the demand for scarce health and social care resources.
- 1.5 The Strategy has also been developed to take full account of the themes within the current Corporate Plan. In particular the objectives of 'More Homes' and 'Health Matters'.

2. Key Themes

- 2.1 The key objectives of the draft strategy are to:
 - Improve access to housing in the district and increase the supply of affordable homes for rent and low cost home ownership.
 - Work to ensure that homes are well maintained, safer and healthier.
 - Enable people to live independently.
 - Make the best use of the existing housing stock.
- 2.2 The draft Strategy also incorporates a detailed action plan (Appendix 1) which will enable progress to be monitored on an ongoing basis. The key actions delivered as part of the strategy will also be monitored through the Corporate Plan performance indicators.

3. The Way Forward

- 3.1 Subject to approval by Cabinet, it is proposed that the draft Healthier Housing Strategy should be made available for public consultation. It is also proposed that the Cabinet Member for Housing, in consultation with the Head of Planning, should have delegated authority to make any minor change to the strategy which is necessary following the period of consultation.

4. Risk Management Issues

A summary of the perceived risks to the council is shown below:

Perceived risk	Seriousness	Likelihood	Preventative Action
Failure to achieve the housing priorities set out in the Council's Corporate Plan.	High	Low	Adoption of an effective Housing Strategy for the district.
Failure to adopt an effective housing strategy for the district.	High	low	Adoption of the draft Healthier Housing Strategy which is underpinned by robust housing needs and condition information.

5. Legal/Financial and Other Controls/Policy Matters

5.1 Legal Officer's Comments - There are no legal implications arising directly from this report. (DK)

5.2 Finance Officer's Comments- The District Healthier Housing Strategy is supported by the HRA Business Plan. Financial resources required in 2018/19 have been included within the budget. Any future resource requirements will be factored into the usual budget setting processes (CI).

5.3 Diversity and Equalities Implications - An initial equalities impact assessment has been completed on the draft Strategy and no adverse impacts have been identified at this stage. The impact assessment will be completed again following the proposed public consultation period. (AH)

6. CONTACT OFFICER AND BACKGROUND DOCUMENTS

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The following background documents have been relied upon in the preparation of this report:

- The 2017 Strategic Housing Market Assessment
- The 2017 combined Private Sector Housing Stock Condition and Health Impact Survey

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Healthier Housing Strategy 2018-2023 (Draft)



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FOREWORD

I am pleased to introduce this new Healthier Housing Strategy which sets out our long term housing vision for the district. It is a multi-agency document and the actions set out in this document will be delivered by the Council and our local partner agencies.

The Housing agenda is an area of highly challenging work in a climate of growing housing needs through changing demographics, affordability issues and difficult personal situations for residents who require support. Our Housing Strategy sets out how we intend to achieve our strategic aims through a variety of projects and initiatives in partnership with others for the period 2018-2023.

This Strategy deals with the topics under the housing agenda of new affordable homes (for rent and low cost home ownership), homelessness, the private sector, empty homes, managing the allocation of properties and providing support and accommodation for vulnerable groups within the community.

This Strategy although not a statutory requirement is a key document for the Council to set out its position in a transparent and open manner and I see it as a key Strategy to deliver district wide.

The new title of the strategy reflects the major and integral role that housing plays in promoting health and wellbeing. There are clear arguments and evidence to suggest improving housing conditions significantly improves health outcomes for people. Housing and housing related factors are known to influence physical health, mental health and general wellbeing.

It is envisaged that improving housing options, conditions and neighbourhoods within the district, via the delivery of this strategy, will lead to improved health outcomes for residents. This Strategy is part of a wider and long term vision to improve housing and health within the district and should not be seen in isolation and will be an ongoing project which will extend beyond the lifetime of this document.

We would like to thank everyone who has contributed towards our new Healthier Housing Strategy and look forward to working with our partners to ensure the delivery of more affordable homes and better housing services across the district.

Cllr Alan Ewart-James, Cabinet Member for Housing

1. BACKGROUND AND PRIORITIES

- 1.1 The vision for the district is set out within the Council's overarching Corporate Plan. We want our district to be recognised as a successful place where people and communities want to do well. It will be a district where people and communities will want to invest, work and enjoy life. We will do this by building on the skills and ambitions of our growing population, providing decent affordable homes, and by making the most of our location.
- 1.2 The Council intends to work to achieve its ambitions for the district through the delivery of the following Strategic Objectives:
- More Homes – provide and enable the right amount, type and range of homes
 - More Jobs – work with partners to provide a vibrant local economy
 - Appearance Matters
 - Health Matters
 - Achieving Stability
 - Delivering excellence
- 1.3 The Strategy is an important public document which allows the council to set out its position and direction of travel on key housing issues. The key focus of the document is to set out how the Council and its local partners intend to work together to address the affordable housing and related needs of the district. The document is therefore a multi-agency document and the actions set out within the Action Plan will require input from a range of local partners including:
- Kent County Council
 - Housing Associations and other providers of affordable housing
 - The local voluntary sector
 - Private sector landlords
 - Private developers
 - Private investors

- Members of the South Kent Coast Health and Wellbeing Board
- The District Home Improvement Agency
- ABC Social Lettings Agency

It provides a strategic umbrella document which has beneath it a series of documents, including details on specialist aspects of housing. These documents are:

- The East Kent Homelessness Prevention Strategy
- The Council's Private Sector Housing Enforcement and Assistance Policy
- The Council's Tenancy Strategy Document
- The Council's Housing Allocations Policy
- The Council's Housing Revenue Account Business Plan
- The Council's emerging Core Strategy Review and Places and Policies Local plan.

- 1.4 The Strategy also sits alongside and supports other key strategies and documents, such as the Kent Health and Wellbeing Strategy, the Kent Joint Strategic Needs assessment, the Kent and Medway Housing Strategy and the Kent Social Care Accommodation Strategy.
- 1.5 The Strategy is a cross-tenure document. While the delivery of additional affordable homes is a key priority for the council, it is important to recognise that the vast majority of housing need across the district will be met by the owner occupied and private rented sectors. The delivery of additional private sector homes and the provision of a vibrant high quality private rented sector are essential for the district. The Council's overall vision for growth within the district is set out within the adopted Core Strategy Local Plan (2013). A review of the Core Strategy is currently in preparation and the Council is also finalising its Places and Policies Local Plan to ensure that housing need continues to be met in the district. Details of the Core Strategy Review and Places and Policies Local Plan can be found on the Council's Website at www.folkestone-hythe.gov.uk/planning.
- 1.6 Up to date and accurate background housing need and condition information is an essential part of the council's Housing Strategy. Over the last year the council has updated its private sector stock condition study and the information it holds

about the operation of the local housing market, including the demand for affordable housing. This research has provided vital context for the development of this housing strategy. The Council's Strategic Housing Market Assessment (SHMA) is available on the Council's Website at www.folkestone-hythe.gov.uk/planning/planning-policy/local-plan/core-strategy-review-2016. (The SHMA assesses the need for market and affordable housing and specialist housing types over the period to 2037.)

- 1.7 The Strategy has been developed within the backdrop of a rapidly changing financial environment, with greatly reduced levels of public resources for housing. Private sector resources such as mortgages for first time buyers also continue to be more restricted than in the past. A key aspect of this Strategy is the need for innovation and an ability to achieve more from the limited cross-tenure resources available to us.
- 1.8 Prior to 2017, the key focus of Government Policy was for the delivery of more homes to assist first-time buyers to access home ownership. There has also been considerable uncertainty regarding the future funding for supported housing provision and also on rent levels for affordable housing. Recent Government announcements, including policy announcements made as part of the Budget 2017, indicate that the Government is aware of the need to provide a future funding stream for affordable housing. It has confirmed that the rents charged for affordable housing can be increased from 2020 and in addition, a future approach for funding supported housing will also be introduced from 2020. During the course of this strategy the Council will work with its local partners to maximise the delivery of high quality affordable homes in the district, including homes for rent and homes to meet people's aspirations to access low cost home ownership.
- 1.9 Since 2014, the Council has also taken a direct role in the delivery of new affordable homes for rent and low cost homeownership. Following the introduction of self-financing in 2012, the Council has committed to deliver up to 200 affordable homes through its Housing Revenue Account new build and acquisition programme over the 10 year period, 2014-2024. The Council is currently on track to deliver approximately 100 of these homes by 2019 and further sites are in the pipeline which will enable the Council to successfully complete the programme. Many of the homes will be delivered through strategic sites within the Council's ownership across the district, which the Council is bringing forward for development over the next few years.



Military Road New Build: This will provide 28 homes for affordable rent and 7 homes for shared ownership purchase due for completion between February and June 2018.



Local Primary Schools were invited to send in pictures by the construction company, Jenner, of their ideas to brighten up the hoardings around the site at Military Road – the winning school, Sandgate Primary, produced a display of fairy tale castles, homes on stilts, houses with sun decks and dungeons, roof gardens and some practical designs.

- 1.10 The Strategy has been developed in consultation with our local partner agencies and others with an interest in the housing and related needs of the district have confirmed their support for the overall priorities set out in this document. Our overall housing priorities for the district have been grouped together under 4 key priorities which are to:
- **Improve access to housing in the district and increase the supply of affordable homes for rent and low cost home ownership**
 - **Work to ensure that homes are well maintained, safer and healthier**
 - **Enable people to live independently**
 - **Make the best use of the existing housing stock.**
- 1.11 The Strategy links closely with the Council's existing Core Strategy (2013) and emerging Places and Policies Local Plan, which sets out how the Council manages development in the district. (As outlined earlier the Core Strategy is currently being reviewed.) In addition, the Council's Affordable Housing Supplementary Planning Document (SPD) sets out more detailed policy for the delivery of affordable housing through private developer contributions secured through Section 106 agreements.
- 1.12 During the course of this Strategy, we will report the ongoing progress against our overall priorities, targets and actions. Details of the outcomes achieved through the previous Housing Strategy 2011-2017 are set out in Appendix 2 of this Strategy.
- 2. HEALTHIER HOMES**
- 2.1 We want people in our district to have healthier, happier and longer lives. We know that there is a direct link between good housing and good health. A good home gives people a secure place to rest and recharge. A home that is in poor condition, with issues such as damp, cold and hazards, can lead to or worsen existing health problems which lead to potential hospital admissions. Poor or inadequate housing can also delay hospital discharges and prevent more vulnerable people from returning to their homes, placing more strain and cost on health and care services.

- 2.2 Health and wellbeing is also affected by the affordability of homes, security of tenure, fear of homelessness and concern regarding community safety in our neighbourhoods, all of which can increase distress, anxiety and isolation.
- 2.3 We also know that health and wellbeing is worse for those residents who live in our most deprived areas and in certain vulnerable groups within the community. The health of children can be dramatically affected by their housing conditions. This can impact on their growth and development and their educational achievement. Our healthier Housing Strategy for the district will include a target for creating healthy homes through a range of actions including:
- Ensuring the right kind of new homes are built for people with support needs, for example older people and those with physical and learning disabilities
 - Helping people manage their finances and cope with debt problems
 - Supporting people who lose their homes
 - Adapting homes and providing support to enable people to keep living independently as their mobility changes
 - Investing in making homes warmer through better energy efficiency
 - Working to improve conditions and management in the private rented sector across the district.
 - Helping vulnerable home owners to carry out urgent repairs so they can continue to live in their homes
- 2.4 We will continue to work closely with our local partners, including through active participation in the Folkestone and Hythe/Dover Health and Well Being Board to ensure that our housing and related policies work in line with those of our partners in the health and social care sectors.

3. THE EXISTING HOUSING STOCK IN THE DISTRICT

- 3.1 There are approximately 50,000 residential dwellings in the district. Owner-occupation is the dominant form of tenure. However, levels of owner occupation are lower than in other areas of the country and the Council rented sector is considerably smaller than the national average. In contrast, the private rented sector is markedly larger than other areas of the country and neighbouring council areas.
- 3.2 Table 1 below provides a breakdown of the main housing tenures in the district and also provides the overall tenure comparisons for Kent and England.

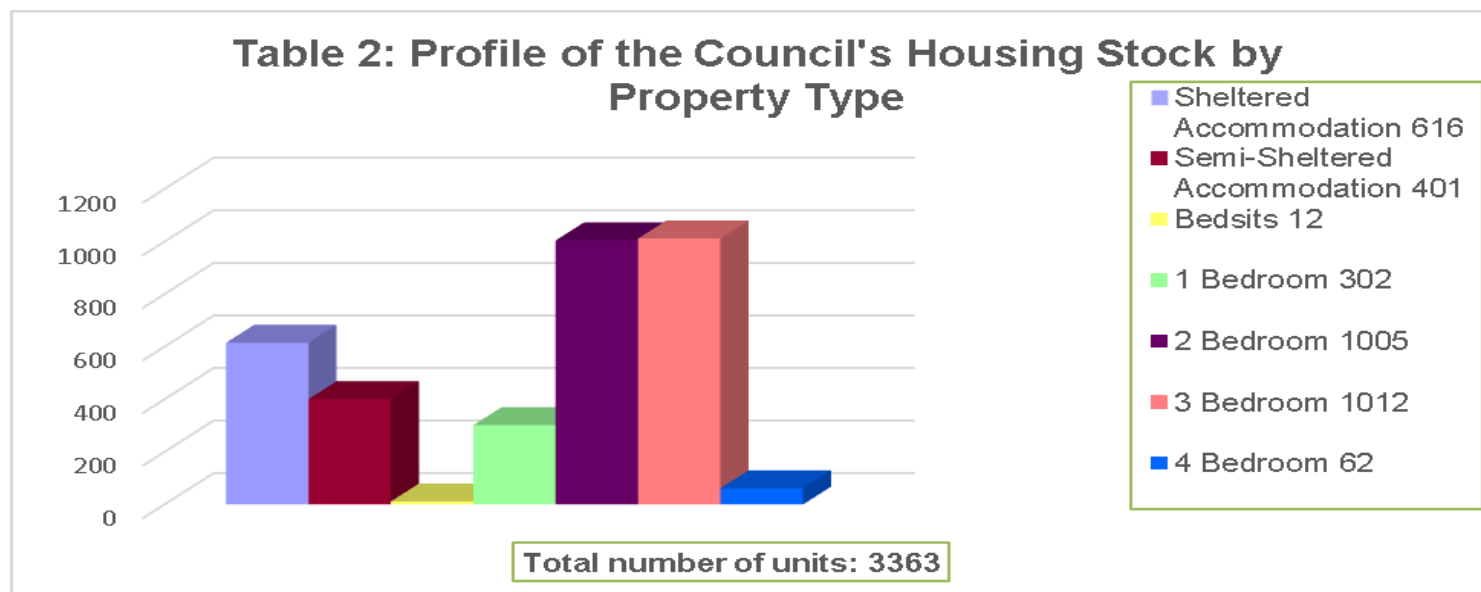
Table 1: Housing Tenure in the district 2017/National and UK Comparisons			
Tenure	Proportion of Stock (district %)	Proportion of Stock (Kent%)	Proportion of Stock (UK%)
Owner Occupation	67%	74%	75%
Private Rented	17%	11%	10%
Council Rented	7%	8%	12%
Housing Association Rented	3%	7%	3%
Source: Folkestone and Hythe District Council 2017 and KCC 2017			

3.3 Other key features of the housing stock within the district are as follows:

- **The Housing stock in the district is relatively old**
 - Almost 80% was constructed prior to 1980.
 - 42% of the housing stock was constructed prior to 1945 and 32% was constructed prior to 1919.
 - Around 50% of the privately rented homes in the district were constructed prior to 1950.
 - There are more flats and fewer semi-detached dwellings than in other areas of the South East.
- **The worst housing conditions in the district are found in the private sector**
 - 11,618 dwellings are privately rented (of which 1,403 have at least one category. 1 hazard, equating to approximately 12% of private rented sector. (Category 1 hazards are the most serious form of housing hazard under the Housing Health and Safety Rating System)
 - The highest concentrations of properties with hazards are in the North Downs West, Walland and Dengemarsh & East Folkestone areas of the district.
 - Fall hazards are most prevalent in homes in East Folkestone, Cheriton and Folkestone Harbour wards.
 - The Average Simple SAP rating for all homes in the district is 57 (Band D and 749 are dwellings below Band E – for comparison new build properties will have a SAP rating in excess of 81)
 - 13,179 dwellings have no cavity wall insulation.

- The worst incidence of excess cold is found in homes which are in owner occupation and particularly in homes in rural areas of the district which lack access to mains gas supply.
- 7,129 dwellings have less than 100mm loft insulation.
- The total cost of hazard mitigation within the private sector housing stock is estimated to be £22.5 million.
- There are currently around 500 long-term empty homes in the district which have been vacant for at least six months or more.

- **The district has relatively few council and housing association rented homes.**
 - The Council provides approximately 3361 affordable rented homes in the district.
 - Housing associations provide approximately 1900 homes in the district.
 - A large proportion of the Council's homes are specifically for older people (approximately 30%)
 - Larger 3 and 4 bedroom homes are in particularly short supply (only 2% of the Council's housing stock is 4 bedroom properties).
 - 99.5% of Council homes and most housing association homes currently meet the decent homes standard.
 - The Council also manages 209 leasehold and 5 shared ownership homes in the district.
 - Approximately 15-20 Council homes are purchased each year through the right to buy.



Source: Folkestone and Hythe District Council's Stock Information December 2017

- 3.4 While the investment made in the council's housing stock over the last 5 years has helped to ensure that almost all Council owned homes continue to meet the decent homes standard, this position is subject to ongoing change as the facilities in properties reach the end of their useful life. The council in partnership with Canterbury, Dover and Thanet Council's has an Arms Length Management Organisation, East Kent Housing, which will help to increase the level of resources available for stock investment and the effectiveness of our repairs and planned maintenance services. The organisation is responsible for the management and maintenance of approximately 16,000 homes across East Kent enabling it to achieve considerable procurement and other operational efficiencies. Full details of the Council's investment strategy for its existing Housing Stock are available in the Council's Housing Revenue Account Business Plan, which is available at www.folkestone-hythe.gov.uk/Housing/housing-strategy .

The Implication of these housing condition issues

- 3.5 As part of the work completed by the Council to identify the key housing condition issues within the district, the Council has also attempted to identify the overall health implication of poor quality housing in the district. The Council's 2017 combined stock condition and health impact survey completed by the Building Research Establishment has shown:
- Poor housing is responsible for 239 harmful events every year in the district (events requiring medical treatment).
 - It costs NHS £1.4 million locally to treat the ill health caused by these hazards (£15.8 million to wider society, which includes health and social care costs).
 - There would be a £1.2million saving to NHS locally if all housing hazards in the district are mitigated.
 - Poor housing conditions within the district are estimated to cost 165 quality adjusted life years (QALYS)

How are the Council and Partner Agencies responding to these Issues?

- 3.6 The profile of the housing stock in the district presents a range of problems. The main concern focuses on the condition of accommodation within the private sector and in particular the lack of effective and controllable heating and property insulation. Affordability within the district is a further concern and this is dealt with fully in sections 3 and 4 of this Strategy.
- 3.7 The council will continue to provide a range of services to improve the condition of homes across the district , which fail to meet the decent homes standard and in particular those homes occupied by vulnerable households. The actions will include:
- The provision of home safe loans to vulnerable and low income home owners.
 - The provision of grants to help households containing someone with a long-term illness or disability to adapt their home to enable them to continue to live independently.
 - Continued working with the local home improvement agency to help vulnerable households improve and adapt their homes to better meet their needs, including measures to enable people to remain in their own homes and return home following a hospital admission thus preventing delayed hospital discharges.
 - Joint working with local partners to provide advice and assistance to households across the district to enable them to improve the energy efficiency of their homes.

- Joint working with private sector landlords to provide advice and assistance on improving the condition and standards of management of their properties.
- Where appropriate enforcement action against landlords who fail to take necessary actions to bring homes which they let up to the right standard.
- The continued licensing of Houses in Multiple Occupation to ensure that these properties are well maintained and managed.
- Continued work to reduce the number of long-term empty properties in the district.

OUR OVERALL PRIORITIES FOR IMPROVING THE CONDITION OF THE HOUSING STOCK AND MAKING THE BEST USE OF THE EXISTING HOUSING STOCK ARE:

1. **Continued home improvement activities and where necessary enforcement actions to improve the condition of homes in the private sector (including action to deal with energy efficiency).**
2. **Continued work to bring problematic empty homes back into use, including support to owners through the No Use Empty Plus initiative.**
3. **Continued work with private landlords to improve conditions and the standard of management arrangements in the sector.**
4. **Continued work to improve the condition of the Council's housing stock.**

4. PEOPLE AND THE LOCAL ECONOMY

- 4.1 The district has an estimated population of approximately 113,500 people. Population projections for the district show that the number of people in the district will increase by approximately 2,100 people over the next 5 years. The population projections for the district are set out in Table 3 below.
- 4.2 The number of people in the district who are from a black and minority ethnic background has also increased over the last few years to 5.3% of the local population. The council will continue to monitor the impact of its services to ensure that they remain accessible to all members of the local community, including people for whom English is not their first language.

2018	2020	2023	% change
113,500	114,900	115,600	+1.8 %

KCC Population Projections 2017

- 4.3 One of the key drivers of housing need within the district is the increasing number of individual households. The average household size in the district has decreased considerably over recent years and will continue to decrease to around 2.02 persons by the end 2021. The combined impact of an increasing population and the reducing household size in the district will place pressure on the housing resources of the district. Table 4 below summarises the predicted household growth and the reduction in household size in the district. The district has the lowest average household size in the South East. This is partly due to the older age profile of the district.

	2016	2021
Household Numbers	46,400	47,600
Average Household Size	2.06	2.02

KCC Population Projections 2017

- 4.4 Approximately 37 % of all households in the district include people over the state retirement age. The district already has one of the highest proportions of over 65s in the county. Population projections indicate that the proportion of older people within the district will increase dramatically over the next twenty years. The future assessed need for the district show that the population aged 65 or over will increase from 25,257 in 2014 to 40,536 in 2037, a rise of 60.5% over the period.
- 4.5 At the end of September 2017, the unemployment rate in the district as a whole stood at 2%, above the Kent Average of 1.7% and the national average of 1.9%. The figures for the district are particularly affected by the higher than average levels of unemployment experienced in the Harbour and Harvey Central Ward areas of the district.
- 4.6 Whilst employment levels have increased in the district, the employment available within the district is relatively low paid and service based. Employment with higher skilled managerial and professional occupations is low compared to overall South

East England and Kent levels. The average annual gross household income in the district is currently approximately £34,710, which is 9.6% below the overall figure for Kent. The average household income of households within the lower quartile in the district is approximately £19,235, again below both national and regional averages. The implication of the relatively low household income levels in the district is that many households struggle to access the local housing market without some form of financial assistance either from the state in the form of rental deposits and housing benefit, or family members assisting with a deposit to buy or rent a home. Table 5 below, sets out the range of average household incomes in the district.

Table 5: Average Household Incomes in the district by quartile	
Income Quartile	Income
Lower Quartile	£19,235
Middle Quartile	£28,278
Upper Quartile	£39,218

Source: Folkestone and Hythe Strategic Housing Market Assessment 2017

- 4.7 15.7% of people of working age in the district are in receipt on non-income related benefits compared to a regional average of 9.6%. 9.9% of people in the district are current claiming a disability related benefit compared to an overall county average of 7.4% of people. Non-income related benefits include Personal Independence Payments (PIP) formerly Disability Living Allowance and Attendance Allowance payments paid to people who need attention or supervision or who have mobility problems due to an illness or disability. The payments are made regardless of the individual's income.
- 4.8 The district is also characterised by pockets of considerable deprivation. The highest levels of deprivation are currently found in the Folkestone Harbour and Harvey Ward areas.
- 4.9 The Folkestone and Hythe Community Covenant recognises the special relationship that the district has with the armed services community. Housing for the armed forces is generally well provided for but there are some elements, including ex-servicemen and women, where, in furtherance of the Community Covenant, extra steps need to be taken. During the course of this strategy the Council will continue to work closely with our partner agencies to more fully identify the housing and related needs of this group within the Community.

- 4.10 In summary, the local population and economic profile presents a range of housing and related policy issues for the district. In particular, the population includes a high proportion of older people and people with support needs. Many households in the district face considerable difficulties in accessing the local housing market. The problem is most acute for the 633 newly emerging households in the district each year and for households with children and single income households.
- 4.11 It is vital that new housing provision within the district meets the needs of the local community and also contributes toward enabling the district to fully meet its economic and regeneration objectives. The Core Strategy Local Plan (adopted 2013) has committed the Council to the development of a target 8,000 additional homes in the district over the period 2006 to 2031. The Council is now in the process of reviewing the Core Strategy. The evidence base document, the Strategic Housing Market Assessment (SHMA), has indicated that there is an Objectively Assessed Need (OAN) of 14,560 dwellings over the period from 2014 to 2037. This is an additional 6,560 homes over the 2013 Plan. The majority of the 633 homes required each year will be market homes provided through private developers, with the SHMA also identifying a need for an additional 139 affordable dwellings per year.
- 4.12 The SHMA and policies in the emerging Core Strategy Review also include details of the mix of housing needed in the district in terms of tenure, property size (bedroom numbers) and form of provision, including affordable housing and custom and self-build. (The Council maintains a register of people interested in self-build and custom-build housing which can be accessed on the Council's website at: www.folkestone-hythe.gov.uk/planning/self-build-information/what-is-self-building). The requirements of the plans are monitored with information reported annually in the Council's Authority Monitoring Report which is available on the Council's website www.folkestone-hythe.gov.uk/business/planning
- 4.13 The current adopted Core Strategy also addresses the following aims in relation to wider new homes delivery in the district:
- The need to provide housing of a quality and type suited to long-term economic development needs;
 - The need to provide for cohesive neighbourhoods and encourage increased voluntary activity, the retention of viable local community buildings and civic interest in community development;
 - To ensure choice of good quality residential accommodation is maximised within individual neighbourhoods and villages, with a mix of housing size and type and tenure;
 - To assist in meeting the essential needs of vulnerable local social groups and provide more properties that allow people to remain living independently;

Housing supply will also be managed with an objective that at least half of market dwellings constructed by 2031 will be three bedroom (or larger) dwellings, subject to design and viability considerations.

5. AFFORDABILITY AND HOUSING SUPPLY WITHIN THE LOCAL HOUSING MARKET

- 5.1 Understanding how the local housing market operates is an essential aspect of any effective housing strategy. Without a comprehensive assessment of the local market, the council and its partners would be unable to properly identify and meet the housing and related needs of the district.
- 5.2 The most recent District Strategic Housing Market Assessment (SHMA) was completed by the Council in early 2017 in accordance with new guidance set the Government. The assessment provides robust data on the operation of the local housing market and the supply and demand for housing in the district.
- 5.3 The current overall average house price for the district currently stands at approximately £309,000 (November 2017), considerably above the national average, although below the regional average. Within the district there are also pockets where average values are much higher than this. The highest values in the district in general are found in Hythe and the rural areas of the district.
- 5.4 Average house prices are currently nine times the current average household income for the district. Affordability for newly forming households looking to the housing market is even more problematic and average prices are closer to 9.5 times the average household income. Access to homeownership including low cost home ownership, such as shared ownership, is consequently beyond the financial means of many households not currently in homeownership.
- 5.5 Conditions within the mortgage market continue to impact on the ability of many first time buyers to access the housing market, including the ability of buyers on lower incomes to access homes available for shared ownership. Most lenders at present require buyers to provide deposits of, on average, of at least 17% when taking up a new mortgage product. This presents particular difficulties for first time buyers looking to access entry level home ownership in the district. Average current entry level values for homes in the district are approximately £124,000 for 2 bedroom flats and £219,000 for a three bedroom home. Households looking to purchase an entry level 2 bedroom home would require an income of approximately £35,000 and deposit savings of approximately £21,000.

- 5.6 Accessing the market on a Shared Ownership basis also presents affordability difficulties. In the case of a family three bedroom home valued at £219,000 and available for purchase on a 50% shared ownership basis, buyers are required to have access to a deposit of approximately £18,615 and a gross household income of at least £31,000
- 5.7 Accessing the private rented sector is also likely to be increasingly difficult for households on lower incomes in the district. The SHMA has shown that 73% of newly forming households in the district each year are already unable to afford to access entry level private sector rented accommodation. The evidence to date suggests that an increasing number of households will be required to spend in excess of 35% of their gross household income in order to meet their housing costs, putting their overall household costs under considerable strain particularly in current conditions of rising inflation and pay stagnation.
- 5.8 The Local Housing Allowance (LHA) covering most of the district continues to be set to the 30th percentile of all rents in the district. This factor, combined with the overall restriction of household welfare benefits, including the benefits cap and the Government's policy to restrict the local housing allowance for single people under 35 to the single room rate, are likely to place increasing housing pressures on households within the community. The LHA restrictions will continue to restrict the location and types of private rented accommodation accessible to households in receipt of housing benefit. The current maximum weekly local housing allowance rates for a three bedroom property in the Folkestone Hythe/Dover area is currently set at £143.84 per week. However, the average weekly rent for a three bedroom property in the area is currently in excess of £200. Whilst LHA levels in New Romney and some rural areas of the district are slightly higher, affordability in the private rented sector is still an issue for many lower income households. During the course of this Strategy the Council will closely monitor the impact of the changes to the LHA and its implications for housing in the district as any changes will impact on the ability of low income households to access the private rented sector in the district.

The Demand for Affordable Housing in the district

- 5.9 The 2017 SHMA has identified a need for approximately 139 additional affordable homes in the district each year. The assessment used a range of secondary population and affordability data to calculate the level of need for affordable homes in the district and assumes that household should not spend more than 35% of their gross income to meet their housing costs. The assessment considers the extent of households already in need, the number of newly forming households in need each year and the number of affordable homes available for letting in the district each year. The assessment projects

the district housing need for the period up until 2037. Of the 139 additional affordable homes required in the district each year, the SHMA has established that:

- 97 homes are required for affordable/social rent (70% of all affordable homes delivered)
- 42 homes are required for shared ownership (30% off all affordable homes delivered)

Table 6 below summarises the demand/size of affordable homes required in the district over the next 23 years.

Table 6	1 bed	2 bed	3bed	4 bed or more
Affordable/Social Rent	46%	21%	19%	14%
Shared Ownership	37%	45.6%	6.5%	10.9%

Source: Strategic Housing Market Assessment 2017

The SHMA also indicates the demand for 2 bedroom accommodation is most likely to be met by vacancies within the existing affordable housing stock.

The Council’s current affordable housing polices set out that 60% of the affordable housing programme should be provided for affordable rent and 40% for intermediate housing (including shared ownership), all subject to scheme viability. The evidence within the Strategic Housing Market supports 70% of all affordable homes in the district to be delivered as homes for affordable/social rent and 30% as intermediate housing. This change will be considered within the emerging Core Strategy Review. However, the numbers in the SHMA show that year on year, there is a requirement to deliver a greater number of affordable units across all tenures.

5.10 There are currently around 1181 households registered on the council’s housing waiting list for council and housing association homes in the district. Table 7 below breaks down the household types currently on the housing register and their required housing needs.

Table 7	1 Bed	2 Bed	3 Bed	4 Bed	5 Bed	6 Bed
	555	361	195	57	10	3

Source: Folkestone and Hythe Housing List December 2017

- 5.11 The Council's policy for the delivery of affordable housing through private developer contributions is set out in the adopted Core Strategy Local Plan and the Affordable Housing Supplementary Planning Document (2008). The documents are available on the Council's website at www.folkestone-hythe.gov.uk/business/planning
- 5.12 The Council is committed to working to assist local people to access affordable housing solutions. Our proposals for this include:
- The direct delivery of up to 200 new affordable Council homes for rent and low cost home ownership over the 10 year period 2014-2024 as part of the Council's new build and acquisition programme.
 - Delivering affordable homes with rents set at up to 80% of local market rents, in line with Government proposals for new affordable housing, in partnership with our registered provider partners.
 - Delivering affordable homes for low cost homeownership in partnership with our registered provider partners.
 - Exploring other funding options for delivering more affordable housing in the district, including homes for rent and low cost home ownership.
 - Delivery of affordable housing as a proportion of housing within residential developments via planning policy, including homes for rent and low cost home ownership.
 - Exploring new building technologies, including offsite construction methods and modular construction to identify delivery options that provide high quality homes and make the best use of the limited resources available to deliver affordable homes.

Homelessness in Folkestone and Hythe

- 5.13 Homelessness in the district continues to be an issue. During 2016/17, 1109 households approached the Council for assistance in respect of homelessness. The Homeless Reduction Act will be implemented from April 2018 and will place additional demands on the Council's Housing Options Service.
- 5.14 During the course of this Strategy, the Council will continue to work to provide a high quality Housing Options Service which focuses on preventing homelessness in the district and supporting people to access private rented accommodation. We will also work to ensure that homeless households have the option of being housed in high quality temporary homes. We are also committed to working with our local partner agencies to explore the ways that we can provide a more seamless service for vulnerable households in housing need, providing sign-posting information on how to access training and employment opportunities. We will also review the Council's Homelessness Strategy (currently the East Kent Homelessness Strategy) to ensure that this remains fully in line with the requirements of the Homelessness Reduction Act.
- 5.15 Homelessness amongst vulnerable single people, including people sleeping rough has continued to be an issue in the district. Over the last two years the council has worked in partnership with the local voluntary sector, including the Folkestone Winter Shelter to provide emergency accommodation that ensures there is no need for anyone to sleep rough during the winter period. The rough sleeping count completed in November 2017, identified 16 individual people sleeping rough in the Folkestone area. While some of these individuals are being helped into accommodation and a more settled way of life, there is a group of 3 to 4 people with complex needs and histories of longer-term rough sleeping who have so far declined any support or assistance from the council and partner agencies. During the course of this Strategy, we will continue to work with outreach services to support people sleeping rough and other vulnerable homeless people, assisting them to obtain accommodation and enabling them to move toward a more settled way of life. Full details of the East Kent Homelessness Prevention Strategy can be found on the council's Website at www.folkestone-hythe.gov.uk/Housing

Housing Need Amongst Current and Former Members of the Armed Forces

- 5.16 The Folkestone and Hythe Armed Forces Covenant gives a commitment for the Council to work with statutory and non-statutory partners to support the armed forces and ex-service personnel within the community. As at November 2017, approximately 30 households which include a person who is a current or former member of the armed forces were registered on the district housing list.

- 5.17 During the course of this strategy, we will continue to work with our local partners to fully identify the needs of this group and to ensure that their housing needs are properly addressed. Further details of the covenant are available at www.folkestone-hythe.uk/community/armed-forces .

Rural Housing Need in the District

- 5.18 Some of the most acute levels of need for additional affordable homes are found in the rural areas of the district. The SHMA has also identified a wider rural housing market area which spans across much of the rural area between Folkestone and Hythe District, Canterbury Dover and Thanet districts. This housing market has some of the highest housing prices and strongest housing market conditions in Kent.
- 5.19 During the course of this Strategy the council is committed to continue working with the parish councils across the district to firstly assess and then meet the identified need for new affordable homes. This will enable local people to remain in their local communities, close to their families and employment and support sustainable rural communities.

Gypsies and Travellers

- 5.20 The Council is currently updating its information in relation to the accommodation needs of gypsies, travellers and travelling show people in the community. This information will be available later in 2018 and will be factor into the Council's emerging Core Strategy Local Plan.
- 5.21 The Council's current accommodation needs information in relation to these groups within the community is available through The East Kent Gypsy, Traveller and Travelling Show People Accommodation Assessment (April 2014) which is available at www.folkestone-hythe.gov.uk/media/2907/Gypsies-Travellers--Travelling-Showpeople-Accommodation-Assessment/pdf/GypsiesTravellersTravelling_Showpeople_Accommodation_Assessment.pdf

Community Led Housing (CLH, including self-build and custom build housing)

5.22 The Council has recently secured funding through the DCLG to enable it to promote the delivery of community led housing in the district, including homes for self-build. During the course of this Strategy the Council will work to encourage the delivery of CLH homes across the district. The Council will also ensure that its planning policies address the need for self-build provision in the district. The Council has a self-build register in place. 89 households have so far expressed an interest in self/custom build housing in the district through the register. The Council is actively seeking to allocate sites for self and customer build housing within its emerging Places and Policies Local Plan. This is available at www.folkestone-hythe.gov.uk/Busines/Planning .

OUR PRIORITIES FOR PROVIDING HIGH QUALITY AFFORDABLE HOMES TO MEET THE NEEDS OF THE LOCAL COMMUNITY AND MAKE THE BEST USE OF THE EXSITING HOUSING STOCK

1. A continued ongoing affordable housing programme for the district to provide homes for affordable rent and low cost homeownership, including homes in rural communities where a need is identified.
2. Delivery of the Council new build and acquisition programme, 200 homes over the period 2014-2024, providing homes for affordable rent and shared ownership.
3. Further work to consider the options for accessing alternative forms of funding to deliver additional affordable housing in the district and the potential to further expand the private rented sector through institutional investment.
4. Ongoing work to meet the requirements of the Homelessness Reduction Act
5. A continued focus on our ongoing work to prevent homelessness.
6. The establishment of an effective Community Led Housing programme in the district, delivering homes for affordable rent, low cost home ownership and self-build/custom build.

6. SUPPORTING INDEPENDENT LIVING

6.1 Approximately 21% of all households (around 10,500 households) in the district contain at least one person with a long-term disability or illness which seriously impacts on their housing needs.

- 6.2 A range of accommodation based support services are available in the district for people with support needs which enable them to live as independently as possible. The services are provided by a number of agencies. A summary of the services provided in the district are set out in the Table 8 below:

Table 8: Supported Housing Provision in the district	
Client Group	Number of Accommodation Units
Older People	1,463
People with physical or sensory disability	17
People with learning disabilities	7
People with mental health issues	11
People who have suffered domestic violence	7
People with substance/alcohol misuse issues	11
Vulnerable young people	7
Ex-offenders.	4

The Kent County Council also provides funding for short-term housing related floating support services. This enables a range of vulnerable people including people with mental health problems and people with learning disabilities to live

independently in general needs accommodation. Further details about housing related support needs in the district are available at www.kent.gov.uk/social-care-and-health/care-and-support .

- 6.3 The Council will continue its ongoing partnership working with a range of agencies to identify and plan how accommodation and related support needs can be addressed in the district in the future. We will also be contributing to the implementation of the Kent Accommodation Strategy which sets out details of the wider support needs of the community over the next few years. The close working between the agencies through the Kent wide Joint Policy and Planning Board (JPPB) has led to the development of a range of comprehensive protocol agreements which clearly set out the roles of the various agencies in meeting the needs of different client groups. The agencies have also implemented the Kent Single Agency Assessment process to ensure that vulnerable households in housing need across the county are properly assessed and supported to access suitable accommodation. Further information about the work of the multi-agency JPPB is available at www.kenthousinggroup.org.uk .
- 6.4 The SHMA has identified the following key areas of specialist housing need within the district during the period of this strategy and beyond.
- Supported accommodation for older people (sheltered and extra care provision) -
 - Supported accommodation for people with learning disabilities

The SHMA has identified that the majority (57%) of the specialist homes for older people should be delivered through market provision, with the remainder, approximately 18 units per year being delivered as affordable homes. In terms of provision for people with learning disabilities, it is envisaged that any additional homes required can be provided through the remodelling of existing residential housing provision in the district of which there are a considerable number.

Helping People to Live Independently in their own homes

- 6.5 The Council and its partners will continue to resource services which enable people with disabilities to adapt and improve their current homes for them to go on living there independently. The resources available for disabled facilities adaptations are limited and the council works closely with Kent County Council's Occupational Therapy Bureau to assess and identify the priority cases. The Council also works with the local Home Improvement Agency to help vulnerable households to improve or adapt their homes. We will also work to ensure that all housing developments of 10 units or more in the district include

20% of dwellings that meet the M4 standards set out within the building regulations for adaptable homes. This figure will be reviewed for future planning.

- 6.6 The Council is also working closely with the local Home Improvement Agency and the Kent Occupational Therapists to enable people in hospital to return to their homes as soon as possible following the completion of their treatment. As part of this work, the partnership will work to deliver urgent home adaptations to prevent hospital discharge delays. The provision of urgent adaptations and improvements can also help to prevent falls and illness that would require a hospital admission,

Meeting the Needs of Older People

- 6.7 The Ageing population within the district will present a range of housing and related support challenges for the district during the course of this strategy and beyond. Although the council and its partners provide a range of services specifically for older people in the community, it is vital that the needs of this group are properly assessed and planned for.
- 6.8 The council itself currently provides around 1018 homes specifically for older people across the district. As part of this strategy the council will continue to review the services it provides for older people to ensure that they continue to meet the needs and aspirations of local people.
- 6.9 During the course of this strategy it is essential that the council and its partners continue to assess the accommodation and related needs of older people in the district. In particular the range of accommodation in the district must be appropriate for an ageing population which will include an increasing number of frail older people with support needs.
- 6.10 The increasing number of frail elderly people within the district will have considerable implication for housing related support services in the district. The first Extra-care supported housing scheme was opened in Hythe in 2009. The scheme was jointly funded by the Council in partnership with Kent County Council through the Better Homes, Active Lives Private Finance Initiative. The scheme provides 39 high quality self-contained homes for older people with support needs that cannot be catered for in the council's wider sheltered housing provision. The scheme has proved extremely popular. During the course of this strategy, the Council will work with our partners to set out the options for delivering a further affordable extra care scheme in the district, potentially as part of affordable housing provision via a section 106 planning agreement.



The first Extra-care supported housing scheme - Summer Court in Hythe

- 6.11 The council will continue to provide its community alarm service 'Lifeline' to enable older people and vulnerable people to live independently. The telephone based service is available to people living within the council's housing stock and people living in private sector accommodation - www.folkestone-hythe.gov.uk/folkestone-hythe/lifeline

Folkestone & Hythe District Lifeline plays a vital role in helping vulnerable people to live independently in their own homes within the community. The service is able to address a range of client needs. As well as assisting clients requiring assistance within their home, for example clients who may have suffered a fall, the service can also assist clients with complex needs due to the onset of dementia. The service has recently installed assistive technology for a client suffering from dementia. The technology alerts family members when the client unexpectedly leaves their home.

- 6.12 Under-occupation by older social renters and owner-occupiers will become an increasingly important issue in the district. A large proportion of older person households are single person occupancy often under-occupying larger family size accommodation. The range of assistance available to people under-occupying their homes will be reviewed to ensure that there are sufficient incentives and assistance available to help these households move to accommodation that better meets their needs in what are often extremely difficult circumstances.

OUR PRIORITIES FOR SUPPORTING VULNERABLE PEOPLE TO LIVE INDEPENDENTLY

1. The provision of new accommodation for people with support needs in line with the identified needs of the community – the key needs being more supported accommodation for older people and people with a learning disability.
2. Continued support to help vulnerable people to retain their accommodation.
3. A further review of the help available for under-occupying households in council and housing association homes.
4. Developments of 10 units or more in the district should include 20% of dwellings that meet the M4 standards set out within the building regulations for adaptable homes (subject to viability).*

*The current Core Strategy review is seeking for all new homes to meet M4 standard

7. RESOURCING THE STRATEGY

- 7.1 As highlighted in section 1 of this strategy, the level of public sector resources to enable the delivery of this Strategy is likely to be considerably reduced over the next few years. The key financial constraints affecting the delivery of this Strategy are as follows:

- The level of grant resources available from the Homes and Communities agency for the development of new affordable housing (particularly homes for affordable rent) has reduced considerably since 2015
- The level of funding available for individual units is on average £20,000 per unit.
- The Government has indicated in recent announcements, including in the 2017 Budget, that it recognises there is a clear need for more affordable homes for rent and will look to increase the amount of funding for more affordable rented homes during the course of this strategy.

- Levels of housing benefit for households renting in the private sector are being reduced, with some households also being affected by the Government's £20K benefit cap, many may be unable to access homes in the private sector and also homes provided by housing association partners above local housing allowance levels.
- The levels of funding available to provide support services are uncertain at this stage. During the course of this strategy, the Government has stated that it will be implementing a new funding regime for sheltered housing and both long and short-term supported housing
- The availability of land resources to deliver more affordable homes is determined by the conditions in the local housing market. If key sites fail to move forward over the next few years the number of new affordable homes delivered during through planning contributions will be affected.
- The current 1% rent reduction for affordable rented homes will be in place until 2020, following which the Government has stated that it will allow rents to increase by CPI plus one percent for a five year period.

7.2 To fully implement this strategy we will need to harness resources from a variety of different sources, public and private, and from both new and existing sources. The proportion of private finance required to deliver this Strategy, particularly for the delivery of additional affordable homes through our registered provider partners, will increase considerably.

7.3 The priorities set out in this strategy will be funded through a combination of the following resources.

- Funding streams from Central Government including, funding for Disabled Facilities Grants, various Homelessness Grant funding and funding for Community Led Housing opportunities.
- Resources for affordable housing received from private developers through S106 planning agreements.
- Capital resources provided by Homes England to fund the development of new affordable homes.
- The council's own revenue resources obtained through the Housing Revenue Account and the General Fund, to improve the condition of Council and Private Sector Homes in the district, including funding to provide loan funding to bring problematic long-term empty homes back into use. .

- The Council's own capital resources to facilitate the development of new affordable homes for rent and home
- Resources provided by Kent County Council to provide housing related support for vulnerable people.
- Resources invested by our registered provider development partners to deliver new affordable homes for the district.
- Resources provided by private housing developers to assist in the delivery of new affordable housing in the district.
- Resources invested by private homeowners and landlords to improve the condition of their properties.
- Resources provided by voluntary partners including staff time and funding for service provision.
- Resources provided by pension funds and other institutional investors.

Future Resources

- 7.4 Any increase or decrease in the level of resources set out in this Strategy, will clearly impact on our ability to deliver against our strategic objectives and targets. During the course of this Strategy, we will provide further updates on changes to the available resource streams and the impact this will have on our Strategy programme.

8. MONITORING OUR PERFORMANCE

- 8.1 The ongoing review of our performance toward our strategic objectives is an essential part of our Healthier Housing Strategy process. To enable us to review our progress we have developed a robust and challenging Action Plan which is set out in Appendix 1 of this Strategy.
- 8.2 The council's corporate performance management system will be used to monitor our key actions. We will produce an annual review of our performance toward our action plan targets, which will be published and distributed so that the local community and our partners are clearly able to see the progress that has been made.

8.3 Our comprehensive Action Plan is set out in Appendix 1 of this Strategy

APPENDIX 1 ACTION PLAN 2018-2023

Housing Priority 1: Improve access to housing in the district and increase the supply of affordable homes for rent and low cost home ownership				
No	Action	Target	Resources	Lead
1.	Provision of New Affordable Housing for rent and low cost homeownership to meet the identified needs of the district.	The SHMA sets out the requirement of 139 affordable homes to be provided in the district in each year of this Strategy, of which 97 for affordable/social rent, and 42 for shared ownership.	Resources through the Homes and Communities Agency, private developer capital contributions and Registered Provider capital resources.	Housing Strategy, Planning Policy and Development Management Teams
2.	Deliver the Council's new build and acquisition programme.	Up to 200 homes delivered over the 10 year period 2014 to 2024, including homes for affordable rent and shared ownership.	Existing resources within the Council's s Housing revenue account.	Housing Strategy Team
3.	Ex-Service Personnel Housing Needs	Fully explore the extent of housing and related needs amongst former members of the armed forces. Project completed by 31 December 2018.	Existing Housing Resources	Housing Strategy Team/Community Services Team
4.	Update the council's Affordable	Policies reviewed and	Existing Housing and	Housing Strategy Team

	Housing Policies.	updated; policy in place through the Local Plan process.	Planning Policy Team Resources	and the Planning Policy Team.
5.	Maintain up to date information on the housing and related support needs of the district.	Ongoing review of housing and related needs of the district completed.	Existing Housing and Planning Policy Team Resources	Housing Strategy Team and the Planning Policy Team.
7.	Explore the options for increasing the role of institutional investment to provide more affordable homes for rent in the district.	Feasibility study completed and options considered by members by 31 December 2019.	Existing Housing Resources	Housing Strategy Team
8.	Explore the contribution that new building technologies such as offsite construction and modular construction can make to help deliver more affordable homes in the district.	Feasibility study completed and options considered by members by 31 December 2019.	Existing Housing Resources	Housing Strategy Team

Housing Priority 2: Work to ensure homes are well maintained, safer and healthier.				
No	Action	Target	Resources	Lead
1.	Effective use of private sector renewal resources to improve private sector homes.	At least 150 private sector homes improved in each year of this strategy as a result of council intervention. Including at least 50 homes occupied by vulnerable households.	Existing Housing Renewal Resources and funding from central government.	Private Sector Housing Team/Kent Affordable warmth Partnership
2.	Continued Partnership Working	At least 50 vulnerable	Existing Housing Renewal	Private Sector Housing

	with the Home Improvement Agency.	households assisted to live independently in their homes/including cases of prevented hospital admission.	Resources and funding from central government	Team/Home Improvement Agency
3.	Improve the Energy Efficiency of the existing housing stock and reduce the incidence of fuel poverty.	60 homes to be improved in each year of this Strategy through the actions of the council and its partner agencies.	Existing Housing Renewal Resources/Kent Affordable Warmth resources	Private Sector Housing Team/Kent Affordable Warmth Partnership
4.	Keep the Council's Housing Revenue Account Business Plan under ongoing review	Review completed annually. Investment decisions to be based on up to date stock condition information.	Existing resources with the Council's Housing Revenue Account.	Housing Strategy Team/East Kent Housing.
4.	Continue to achieve the Decent Homes Standard within the council's own housing stock.	At least 90% of the council's own stock to meet the Decent Homes Standard at any time.	Existing Resources within the Council's Housing Revenue Account.	East Kent Housing
5.	Review the Council's Housing Assistance and Enforcement Policies	New Policies to be in place from June 2018	Existing Housing Renewal Resources.	Private Sector Housing Team
8.	Ensure all affordable homes are well built, have the smallest possible environmental impact during construction and ongoing and can be easily be adapted to	All affordable homes to meet current scheme design standards.	The Council's own capital resources, resources through the Homes and Communities Agency, private developer capital	Housing Strategy Team and housing association partners.

	meet the needs of occupiers.		contributions and Registered Provider capital resources and other providers	
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Housing Priority 3: Enable people to live independently.

No	Action	Target	Resources	Lead
1.	Review and monitor the Council's Homelessness Strategy with partner agencies to ensure that it fully meets the requirements of the Homelessness Reduction Act.	Strategy reviewed through the East Kent Homelessness Forum	Existing staff resources	Housing Strategy and Housing Options Teams
2.	Maximise the number of new affordable homes in the district which meet the lifetime homes standard.	At least 20% of all new affordable homes (on sites of 10 units or more) in the district to meet the lifetime homes standard (subject to feasibility).	Resources through the Homes and Communities Agency, private developer capital contributions and Registered Provider capital resources/the Council's Resources within the HRA	Housing Strategy Team/Housing Association Partners
3.	Continue the ongoing process of equalities impact assessment to ensure that the council's housing policies address the needs of all sections of the community	Impact Assessment completed on all key housing policies as they are developed.	Existing staff resources	Housing Strategy Team
4.	Explore the options for delivering a further affordable extra care scheme for the district and ensure that the Council addresses the	Feasibility process completed.	Existing staff resources and resources from partner agencies.	Housing Strategy Team

	housing needs of an ageing population.			
6.	Assist vulnerable people to live independently through the provision of Disabled Facilities Grants.	At least 30 households assisted through the provision of a DFG in each year of this strategy.	Council capital resources and resources from central government	Private Sector Housing Team
7	Continue to support the work of the Home Improvement Agency	Folkestone and Hythe District Home Improvement	Existing Council and Home Improvement Agency resources provided through Family Mosaic	Private Sector Housing Team and the Home Improvement Agency
8.	Actively contribute to the Kent wide review of support provided to vulnerable people through the Better Care Fund.	Review completed by Kent Wide partnership.	Existing Council staff resources	Private Sector Housing Team and the Home Improvement Agency.

Housing Priority 4: Make the Best use of the Existing Housing Stock				
No	Action	Target	Resources	Lead
1.	Reduce the number of long-term empty private sector homes in the district.	At least 70 long-term empty homes brought back.	Existing Council resources for the District No Use Empty Programme, resources from Kent County Council No Use Empty and renewal resources, resources from the Homes and Communities Agency and registered provider resources.	Private Sector Housing Team

2.	Review the council's policies for assisting households under-occupying their current homes to move to more suitable homes.	Review completed and revised under-occupation policies in place by December 2019	Existing Housing Resources	East Kent Housing and the Housing Strategy Team
3.	Review the council's sheltered and semi-sheltered accommodation to ensure to ensure the provision meets the needs of older people in the community into the future.	Review implemented by December 2018.	Existing Housing Resources	Housing Strategy Team
4.	Provide a high quality Housing Management Service through East Kent Housing.	East Kent Housing to provide an efficient service in line with the requirements of the Service Level Agreement.	Existing Housing Resources	Housing Strategy Manager and East Kent Housing
5.	Ongoing review of the Council's Allocations and Tenancy Policies to ensure that they are fit for purpose and are full in line with Government guidance.	Periodic review of the Council's Housing Allocations Policy subject to ongoing review.	Existing Staff and partner agency resources.	Housing Strategy Team

Appendix 2

2. The Folkestone and Hythe Housing Strategy - Achievements

2.1 The District Housing Strategy is a multi-tenure document which aims to deliver a range of housing outcomes ranging from the delivery of new affordable homes, the provision of support services to enable vulnerable people to maintain their tenancies, through to providing resources to deliver homes to private owners with limited financial resources to enable them to improve the condition of homes.

2.2 The following key outcomes have been achieved through the District Housing Strategy 2012-2017:

Actions	Outcome
Improve the condition of private sector homes across the district.	482 private sector homes improved as a result of enforcement and liaison with Landlords. 244 Disable Facilities Grants provided to enable people to live independently in their home
Reduce the number of long-term empty homes in the district.	228 long-term empty homes returned to use
Provision of new affordable housing to meet the needs of the local community.	352 affordable homes delivered between 2012 and 2017, including 121 homes for low cost home ownership. The Council completed its first new build Council homes in more than 20 years in Lydd and Hawkinge as part of its HRA Pilot Programme. It also acquired 22 homes. All of the additional homes have been made available for affordable rent through the District Housing List.
Section 106 Contributions Available for Affordable Housing	Over the Strategy period we received £2,323,170.20 towards providing affordable housing in the district
Assist people to meet their aspirations for home ownership	20 households helped to access homeownership through the District Helping Hand Scheme provided in partnership with Kent County Council and Lloyds Bank PLC.
Review the Council's Housing Allocations Policy	The policy was reviewed in 2014. The Council moved to a banding based allocations scheme.
Increase supported services accommodation to meet identified needs	Accommodation based support service provided in Folkestone (7 units), And 11 units of accommodation for people with mental health difficulties provided at

	Newman Court, Folkestone
Review the Council's Affordable Housing Supplementary Planning Document.	Affordable housing planning policies updated in 2012/13
Update the council's housing needs and stock condition information.	The council's strategic housing market assessment and Private Sector Housing Condition Assessment were both updated in 2016/17.
Review the Council's Homelessness Strategy.	The East Kent Homelessness Strategy reviewed and updated in 2014 in partnership with other East Kent Authorities.
Prevent homelessness in the district.	1200 Homelessness cases prevented between 2011 and 2017.

APPENDIX 3

GLOSSARY OF TERMS

Affordable Housing

Affordable Housing that is subsidised to provide homes to provide homes at lower cost than would be possible without the subsidy, for rent or sale to meet the needs of people who otherwise would not be able to afford housing.

Arms Length Management Organisation - ALMO

Arms Length Management Organisation. A situation where an organisation is established to manage council housing stock. The properties remain council owned and tenants retain

Attendance Allowance	secure tenancies. This can provide opportunities for extra funds Attendance Allowance is a tax-free benefit for people aged 65 and over who have an illness or disability who needs help with personal care or supervision
Choice Based Letting Core Strategy	See Kent Homechoice The Core Strategy is the most important part of the Local Development Framework (LDF), the statutory set of local planning policies which forms the starting point for the determination of all planning applications. The Core Strategy looks long-term and is expected to plan to at least the year 2026. It is not just focused on land-use and traditional development; it is about wider spatial planning.
Corporate Plan	Corporate Plan summarises what is most important to Council for the medium term. It describes the Council's strategic objectives, core values and key actions and consequently where its resources will be concentrated.
Disabled Facilities Grant - DFG	Disabled Facilities Grant. A grant given to a person with disabilities towards the cost of improvement, adaptation or providing facilities to make his/her home more suitable for him/her to live in.
Decent Homes Standard - DHS	All social housing must meet the Decent Homes standard, be warm, weatherproof and have reasonably modern facilities
Diversity Policy	The Diversity policy explains the Council's vision and commitment to equality of opportunity and respect for diversity in its role as a provider of quality services to the people who live, work and visit the district, as a significant employer in the local economy and in its community leadership role.
Empty Property	For statistical purposes, empty properties are those which have been vacant for 6 months or more.
Enabling Role	The Council's role to assist and encourage other agencies to meet identified housing needs.
First Time Home Buyers Housing Options Team - HOT	Household looking to access home ownership for the first time. Housing Options Team - manage the housing list, choice based lettings, housing advice and homelessness functions and ensures that the Council discharges its statutory duties to households in housing need in a fair and transparent manner, complying with statutory obligations, guidance and best practice.
Homes England	Homes England (formerly Homes and Community Agency). A body set up by the

The District Housing List

Government, which provides assistance, regulation and control of Registered Providers landlords (RP's). It also allocates funds for the development of new affordable housing Council's have a statutory duty to hold a housing waiting list. The DHL is the waiting list for all council and housing association homes in the district.

**Housing Assistance & Enforcement Policy
Homelessness Grant**

Sets out the assistance the Council is able to offer to homeowners and private landlords to enable them to improve the condition of their properties.

Homelessness Grant is funding provided by Central Government to help local authorities deal with homelessness in their area

Joint Policy and Planning Board – JPPB

Joint Policy Planning Board represents all local authorities, social services and health to prioritise, monitor and review the provision of supported housing across Kent

Kent Housing Group - KHG

Kent Housing Group is a forum for social housing organisations in Kent. Acting as the "Voice of Housing in Kent" the group serves to represent the collective voice of Kent's housing bodies providing advice and a "Kent perspective" to regional and national bodies.

Kent Homechoice - KHC

Kent Homechoice – Choice based lettings scheme partnership in Kent, the largest CBL partnership in the UK. All of the Kent councils are part of the partnership. Vacant council and housing association homes are advertised on a fortnightly basis through KHC. Housing applicants have to bid/express an interest to be considered for them. The homes are allocated to the applicant who bids and has the highest level of priority points for rehousing.

Kent and Medway Housing Strategy

The Kent and Medway Housing Strategy is a county-wide document that takes a new radical look at housing and how it is delivered.

The Core Strategy Local Plan

Sets out the Council Planning Policies for the district and the back evidence underpinning the documents.

Local Housing Allowance - LHA

Local Housing Allowance is a simplified housing benefit system for people on benefits or low incomes who rent from private landlords. LHA is based on the number of rooms people are allowed, not how much rent is charged. The number of rooms allowed depends on who lives permanently with the tenant.

Newly Forming Households

Households setting up home for the first time and for example, households forming following divorce.

New Homes Bonus

Provides local authorities with a grant payment equal to the national average for the council tax band on each additional property built. Grant payment is paid for a six year

	period (per completed property), as an unringfenced grant. Includes enhancement for new affordable homes completed.
Personal Independence Payment	Formerly Disability Living Allowance is a tax-free benefit for people who need help with personal care or have mobility difficulties because they are physically or mentally disabled.
Private Sector Enforcement	Private Sector Enforcement work completed by the Private Sector Housing Team to improve the condition of accommodation in the Private Sector.
Private Finance Initiative – PFI (Better Homes Active Lives)	Private Finance Initiative. Government Scheme that facilitates large-scale refurbishment and new build projects; the Council has delivered two housing schemes through the PFI in partnership with Kent County Council. The schemes are Summer Court and Dolphin Court in Hythe.
Private Sector Stock Condition Survey	The Condition Survey provides a detailed picture of current housing conditions across the whole of the district. The survey includes information about the housing stock such as type; size and age of properties whether they are rented or owned; the type of repairs required and information on the energy rating of properties.
Quality-adjusted life year (QALY)	A measure of the state of health of a person or group in which the benefits, in terms of length of life, are adjusted to reflect quality of life. One QALY is equal to 1 year of life in perfect health.
Registered Providers – RP's	Registered Providers landlords are independent non-profit making housing associations aiming to provide affordable homes for people in housing need. (Also known as Housing Associations.)
Shared Ownership	Shared ownership homes offer a low cost way to get on the home ownership ladder. Shared ownership makes housing affordable.
Sheltered Housing	Homes for persons over the age of 60 years or vulnerable people with a support need, usually with a Scheme Manager on site or on call to offer help and support with a 24 hour lifeline service.
Special Needs	People with special housing needs including older people, those with physical or learning disabilities, mental ill health or people who are vulnerable for other reasons.
Strategic Housing Market Assessment - SHMA	The Strategic Housing Market Assessment was completed in December 2016. The Study took place alongside an equivalent report for Dover District Council, the other Local Authority within the Housing Market Area. The assessment provides robust data on

Super Output Areas - SOA

which the Council and its partner Agencies can base planning and housing policy interventions to deliver new and better homes in the district

Super Output Areas is a geographical area designed for the collection and publication of small area statistics. It is used on the Neighbourhood Statistics site, and has a wider application throughout national statistics. SOAs give an improved basis for comparison throughout the country because the units are more similar in size of population than, for example, electoral wards.

Vulnerable People

The following people are considered to be vulnerable:

- Older people / young people leaving care
- Single homeless people and rough sleepers
- People with mental health issues
- People with a physical or sensory disability / or a learning disability
- Survivors of domestic violence
- People who misuse substances (drugs or alcohol) / ex-offenders
- Black and minority ethnic groups
- People with AIDS or who are HIV positive
- Refugees who have been granted leave to remain
- Syrian Vulnerable Persons Relocation Scheme



This Report will be made public on 24 April 2018.

Report Number **C/17/98**

To: Cabinet
Date: 2 May 2018
Status: Non - Key Decision
Head of Service: Katharine Harvey, Head of Economic Development
Cabinet Member: Councillor Jennifer Hollingsbee Cabinet Member for Communities

SUBJECT: FUNDING FOR SHEPWAY CITIZENS ADVICE (CA)

SUMMARY: The District Council has historically supported Citizens Advice (CA) with grant funding. In the financial year 2016 /2017, CA dealt with over 5000 enquiries (a significant increase on previous years) and saw over 2000 clients who were supported with specialist advice and casework services. CA provides a vital service to the community, dealing with complex issues that significantly impact upon people's lives. This report proposes future funding options for the Council to consider.

REASONS FOR RECOMMENDATIONS:

Cabinet is asked to agree the recommendations set out below because:

- a) The District receives an excellent service to very vulnerable members of the community needing help and advice often in difficult circumstances and facing complex issues.
- b) The District Council portion of funding is vital to the ongoing running of the Shepway CA with funds supporting operational needs and can enable additional funding to be levered in.

RECOMMENDATIONS:

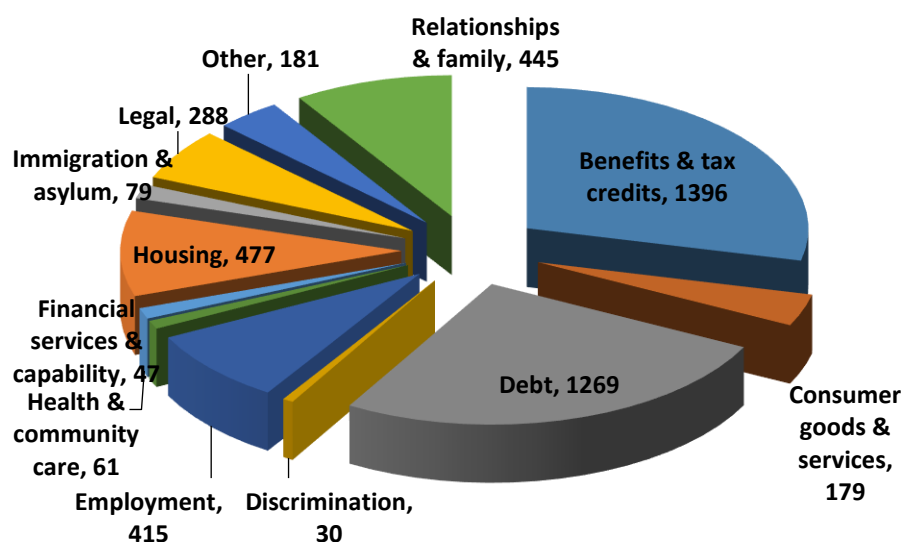
1. To receive and note Report C/17/98.
2. To agree to option c in paragraph 3.1, which is to provide £67,800 funding annually for 3 years from 1st April 2018, with a funding review after 3 years and to work with the CA to address how to achieve future funding sustainability for the organisation.

1. BACKGROUND

- 1.1 The District Council has supported Citizens Advice (CA) for a number of years and in 2016 a two year grant funding agreement was agreed which ended 31st March 2018.
- 1.2 The Shepway CA service provides a valuable, free, confidential advice service to a wide range of clients, covering issues such as debt, housing, benefits, health, consumer and legal issues through both specialist staff and trained volunteers. In the 2016 -17 annual report, CA highlight that they dealt with over 5000 enquiries which was 2000 more enquiries than previously reported to CMT. CA also saw over 2000 clients and supported over clients with specialist advice and casework services. The top 4 enquiries in 2016/17 were again benefits, debt, housing and employment, all of which significantly impact upon people's lives.

2. MONITORING AND IMPACT OF CITIZENS ADVICE

- 2.1 Regular monitoring of the Grant Agreement and KPIs has been undertaken by SDC officers and the Cabinet Lead Member for Communities also attends key meetings of the CA, including the Annual General Meeting.
- 2.2 During 2016-17 the number of issues dealt with far exceeded targets set (Target of 3,600 issues was exceeded by 35% (4867 issues) and below shows a breakdown of the issues dealt with, taken from CAs latest annual report 2016/17 (attached as Appendix A).



- 2.3 In addition, the Shepway CA has also reported that they:
 - dealt with 311 homeless preventions in 16/17 against a target of 250;
 - secured additional external funding to enable the financial position to be strengthened;
 - represented clients in court on a range of issues including housing and debt; and

- addressed loss of key staff members and retirements of long standing trustee members.
- 2.4 Shepway CA provides an extremely valuable service for residents (and even operates an outreach on the Marsh where possible). The Council regularly refers clients to the service which supports all sectors of the community, including East Kent Housing tenants, on a range of money advice services, as well as addressing other needs.
- 2.5 Whilst funding is already set in the Communities 2018/19 base budget, (comprising £57,000 from General Funds and £10,800 from HRA funds) any funding beyond 2018/19 would need to be factored into budget setting proposals for 19/20 and 20/21.
- 2.6 It is proposed that the District Council enters into a new Grant Agreement (GA) that sets out the key expectations of the CA. It will contain five outcomes with a series of KPIs, including numbers of clients dealt with, types of advice given, level of volunteer service provided and customer satisfaction. In addition, partnership working to support service delivery and horizon scanning on trends and policy issues will also continue to feature.

3. FUNDING OPTIONS

- 3.1 The funding options for Cabinet to consider for funding support for CA are set out below and the associated risk management issues are set out in section 5.0:
- a) Cease funding the CA service – this would result in a significant negative impact on the service and local community.
 - b) Provide the CA with £67,800 funding (£57,000 from the General Fund and £10,800 from the HRA budget) - this would again impact on the long term viability of the service.
 - c) Provide the CA with £67,800 funding (£57,000 from the General Fund and £10,800 from the HRA budget) annually for 3 years with a funding review after 3 years and to work with CA on how to achieve future funding sustainability.
- 3.2 It is recognised that the Council would not normally provide an organisation with funding beyond an annual budget setting cycle. However, because of the exceptional nature of the business and the excellent work of CA, providing funding for 3 years would provide stability to CA who deliver a vital service at the heart of the community to the most vulnerable members of society.
- 3.3 It is recommended that Cabinet agrees to option c above and provides £67,800 annually for 3 years from 1 April 2018, with a review after 3 years and to work with CA on how to achieve future funding sustainability.

4. RISK MANAGEMENT ISSUES

- 4.1 The risks perceived as a result of this report are set out below

Perceived risk	Seriousness	Likelihood	Preventative action
Closure of the CA service if no funding is secured leaving vulnerable members of the community unsupported, resulting in further decline in personal circumstances thus drawing further on public sector services.	High	Low	Agree to future funding to enable vital service to continue
Reduced service levels if ongoing funding secured at lower levels or for a shorter term with again a risk to the long term viability of CA	High	Medium	Ensure levels of funding secured result in longer term viability of the service and work with CA on sustainability of funding moving forward

5. LEGAL/FINANCIAL AND OTHER CONTROLS/POLICY MATTERS

5.1 Legal Officer's Comments (DK)

There are no legal implications arising directly out of this report. (Legal Services have approved the text of the draft Grant Agreement.)

5.2 Finance Officer's Comments (LH)

To confirm that there is the required funding within the approved Budget 2018/19 for both the general fund and HRA elements totaling £67.8k. For 2019/20 and 2020/21 these are within the base budgets but will need the appropriate approval at Full Council in February 2019 and 2020 respectively.

5.3 Diversities and Equalities Implications (JL) The Shepway CA service is open to all members of the public and is increasingly dealing with very vulnerable clients. The service offers outreach sessions in Hythe to reach communities further.

6. CONTACT OFFICERS AND BACKGROUND DOCUMENTS

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Community Services Manager

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This report will be made public on 30 April 2018



Report number **A/18/07**

To: Council
Date: 9 May 2018
Status: Non- executive decision
Head of service: Amandeep Khroud, Democratic Services and Law

SUBJECT: ANNUAL SCRUTINY WORK PROGRAMME 2018/19

SUMMARY: This report presents recommendations for the work programme for the overview and scrutiny committee for 2018/19.

REASONS FOR RECOMMENDATIONS:

Council is asked to agree the recommendations set out below in order to agree the annual scrutiny work programme.

RECOMMENDATIONS:

1. To receive and note report A/18/07.
2. To approve the annual scrutiny work programme for 2018-19 attached to this report.

1. INTRODUCTION

- 1.1 The overview and scrutiny procedure rules require that the work programme of the committee be approved at the annual meeting of the council (the programme can be a rolling one) as the annual scrutiny programme. See rule 7.2 of the overview and scrutiny procedure rules.
- 1.2 Council needs to consider what work programme should be adopted as the annual scrutiny programme. This report sets out the recommendations of the Overview and Scrutiny Committee.
- 1.3 The Overview and Scrutiny Committee performs all scrutiny functions on behalf of the Council.
- 1.4 The terms of reference of the Overview and Scrutiny Committee are set out in Part 7 of the Constitution.
- 1.5 These rules apply to the Overview and Scrutiny Committee, and any subcommittees, with any necessary changes.

2. RECOMMENDATIONS OF THE OVERVIEW AND SCRUTINY COMMITTEE

- 2.1 In formulating the recommendations ideas were sought by:
 - advertisement on the website;
 - consulting with the town and parish councils;
 - canvassing the views of Councillors;
 - contacting Heads of Service
- 2.2 In addition topics were also put forward in other ways, e.g. by committee or by referral from council.
- 2.3 The recommended programmed is shown in appendix 1.
- 2.4 As ever the existence of an annual scrutiny programme would not prevent the committee from looking at emerging issues as they arise.
- 2.5 The Committee will act as the Council's Crime and Disorder Committee and to meet for that purpose at least once a year.

3. RISK MANAGEMENT ISSUES

A summary of the perceived risks follows:

No perceived risks.

4. LEGAL/FINANCIAL AND OTHER CONTROLS/POLICY MATTERS

4.1 Legal officer's comments

There are no legal comments.

4.2 Finance officer's comments

Any financial implications arising from the overview and scrutiny work programme which is not covered by existing budgets will need to be considered within the council's medium term financial planning processes.

4.3 Diversities and equalities implications

There are no specific diversities and equalities Implications arising from this report.

5. CONTACT OFFICER AND BACKGROUND DOCUMENTS

Councillors with any questions arising out of this report should contact the following officer prior to the meeting:

Amandeep Khroud, Head of Democratic Services and Law

Tel: 01303 853253

Email: amandeep.khroud@folkestone-hythe.gov.uk

Appendices:

Appendix 1: suggested annual scrutiny work programme 2018/19

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Overview and Scrutiny – Annual Scrutiny Programme 2018/19

Proposed Item	Summary	Proposer contact details	Head of Service	Are there any specific aspects of the issue you would like scrutiny to focus upon?	Expected Outcome
Policy on missing and damaged bins	Contractor's responsibility according to contract (existing and renewal) Efficiency and equity of requiring residents to pay full costs	New Romney Town Council 01797 362348	Andrew Rush	How the current policy was formulated and the basis upon which it is justified to residents	A change of policy
Domestic Bins	Residents having to pay for replacement bins	Folkestone Town Council	Andrew Rush	Residents are being charged for replacement bins when they are broken by Veolia or stolen	No charge to residents
Origin and Destination of s106 monies	Process for determining origin and destination of s106 monies and lack of transparent reporting of same	New Romney Town Council 01797 362348	Ben Geering	Need for consultation with local 1 st tier authorities to determine local needs prior to allocation of funds	Amended policy/procedures that includes consultation with parish/town council and transparent routine reporting
Play Strategy	Carried forward	N/A	Andy Blaszkowicz	TBC	TBC
Strategic Review of Lifeline	Carried forward	N/A	Andy Blaszkowicz	TBC	TBC

<p>Income and expenditure for on street and off street car parking in Sandgate and the surrounding area</p>	<p>Please scrutinise the full list of costs of implementing controlled parking within the area of Sandgate Parish Council and the immediate surrounds (including Princes Parade). The costs to include contractor and officer time in planning, consulting, preparing traffic management orders and the physical processes of marking the streets and pavements and the installation of pay and display machines and signage. The review should include the last three years and the projected costs for the next two years including the capital and revenue costs for</p>	<p>Sandgate Parish Council</p> <p>Telephone No: 01303 248563</p> <p>clerk@sandgatepc.org.uk</p>	<p>Andy Blaszkowicz</p>		<p>A clear analysis as to whether controlled parking in Sandgate and the surrounding areas is cost effective.</p>
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	<p>the Wilberforce Road car park. The review should also scrutinise whether any pre-emptive costs were incurred in laying cables along the Sandgate Esplanade despite the Cabinet decision not to proceed with controlled parking. Enforcement costs should be scrutinised.</p> <p>Income streams should also be scrutinised so as to ascertain whether value for money was being achieved for local residents.</p>				
Update to Medium Term Financial Position	TBC	N/A	Charlotte Spendley	TBC	May
General Fund Revenue – Outturn 2017/18	TBC	N/A	Charlotte Spendley	TBC	June

General Fund Capital – Outturn 2017/18	TBC	N/A	Charlotte Spendley	TBC	June
Housing Revenue Account (revenue & capital) – Outturn 2017/18	TBC	N/A	Charlotte Spendley	TBC	June
Treasury management outturn 2017/18	TBC	N/A	Charlotte Spendley	TBC	July
General Fund Revenue – Budget Monitoring Position (end July) 2018/19	TBC	N/A	Charlotte Spendley	TBC	Sept
General Fund Capital – Budget Monitoring Position (end July) 2018/19	TBC	N/A	Charlotte Spendley	TBC	Sept
Housing Revenue Account (revenue &	TBC	N/A	Charlotte Spendley	TBC	Sept

capital) – Budget Monitoring Position (end July) 2018/19					
Medium Term Financial Strategy 2019/20 to 2021/22	TBC	N/A	Charlotte Spendley	TBC	Oct
Treasury Management mid-year monitoring report 2018/19	TBC	N/A	Charlotte Spendley	TBC	Oct
Budget Strategy 2019/20	TBC	N/A	Charlotte Spendley	TBC	Nov
Fees & Charges 2019/20	TBC	N/A	Charlotte Spendley	TBC	Nov
General Fund Revenue – Budget Monitoring Position (end October) 2018/19	TBC	N/A	Charlotte Spendley	TBC	Dec
General Fund Capital – Budget Monitoring Position	TBC	N?A	Charlotte Spendley	TBC	Dec

(end October) 2018/19 & Update to medium term capital					
Draft General Fund Revenue Budget 2019/20	TBC	N/A	Charlotte Spendley	TBC	Dec
Draft HRA Budget (revenue & capital) 2019/20	TBC	N/A	Charlotte Spendley	TBC	Dec
General Fund Capital – Update to medium term capital programme & budget monitoring position (end December)	TBC	N/A	Charlotte Spendley	TBC	Jan
Treasury management strategy, Prudential Indicators & minimum revenue provision statement 2019/20	TBC	N/A	Charlotte Spendley	TBC	Jan

Update to GF Budget 2019/20 following Provisional Local Government Settlement (tentative, will only bring if material changes) General Fund Revenue – Budget Monitoring Position Projected Outturn 2018/19	TBC	N/A	Charlotte Spendley	TBC	Jan
General Fund Budget and Council Tax 2019/20	TBC	N/A	Charlotte Spendley	TBC	Feb
General Fund Capital – Budget Monitoring Position (end October) 2018/19 & Update to medium term capital	TBC	N/A	Charlotte Spendley	TBC	Feb

Housing Revenue Account (revenue & capital) – Budget Monitoring Position (end October) 2018/19	TBC	N/A	Charlotte Spendley	TBC	Feb
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