



Agenda

Meeting: **Finance and Performance Scrutiny Sub-Committee**
Date: **15 June 2021**
Time: **7.00 pm**
Place: **Council Chamber - Civic Centre Folkestone**

To: Councillors Gary Fuller, Peter Gane, Connor McConville (Chairman), Patricia Rolfe and Rebecca Shoob

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.

Due to current social distancing guidelines, only 6 seats are available for members of the public at meetings in the Council Chamber. These seats are available on a first come, first served basis.

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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.

1. **Apologies for absence**
2. **Declarations of interest (Pages 3 - 4)**
3. **General Fund Capital Programme Outturn 2020/21**

Report C/21/08 summarises the 2020/21 final outturn position (subject to audit) for the General Fund capital programme compared to the latest approved budget. The report also summarises the outturn position for the approved prudential indicators for capital expenditure in 2020/21.

Queries about the agenda? Need a different format?

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Email: committee@folkestone-hythe.gov.uk or download from our website www.folkestone-hythe.gov.uk

4. **General Fund Revenue 2020/21 Provisional Outturn**

Report C/21/09 summarises the 2020/21 final outturn position (subject to audit) for the General Fund revenue expenditure compared to both the latest approved budget and quarter 4 projections.

5. **Housing Revenue Account Revenue & Capital Financial Outturn 2020/21**

Report C/21/10 summarises the 2020/21 provisional outturn position (subject to audit) for the HRA revenue expenditure and HRA capital programme compared to both the latest approved budget and quarter 4 projections.

6. **Annual Performance Report 2020-21**

Report C/21/11 sets out how the Council has delivered for local people in the district in 2020-21 in response to the previous Corporate Plan (2017-20) vision of *investing for the next generation ~ delivering more of what matters*.

Declarations of Interest

Disclosable Pecuniary Interest (DPI)

Where a Member has a new or registered DPI in a matter under consideration they must disclose that they have an interest and, unless the Monitoring Officer has agreed in advance that the DPI is a 'Sensitive Interest', explain the nature of that interest at the meeting. The Member must withdraw from the meeting at the commencement of the consideration of any matter in which they have declared a DPI and must not participate in any discussion of, or vote taken on, the matter unless they have been granted a dispensation permitting them to do so. If during the consideration of any item a Member becomes aware that they have a DPI in the matter they should declare the interest immediately and, subject to any dispensations, withdraw from the meeting.

Other Significant Interest (OSI)

Where a Member is declaring an OSI they must also disclose the interest and explain the nature of the interest at the meeting. The Member must withdraw from the meeting at the commencement of the consideration of any matter in which they have declared a OSI and must not participate in any discussion of, or vote taken on, the matter unless they have been granted a dispensation to do so or the meeting is one at which members of the public are permitted to speak for the purpose of making representations, answering questions or giving evidence relating to the matter. In the latter case, the Member may only participate on the same basis as a member of the public and cannot participate in any discussion of, or vote taken on, the matter and must withdraw from the meeting in accordance with the Council's procedure rules.

Voluntary Announcement of Other Interests (VAOI)

Where a Member does not have either a DPI or OSI but is of the opinion that for transparency reasons alone s/he should make an announcement in respect of a matter under consideration, they can make a VAOI. A Member declaring a VAOI may still remain at the meeting and vote on the matter under consideration.

Note to the Code:

Situations in which a Member may wish to make a VAOI include membership of outside bodies that have made representations on agenda items; 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. It should be emphasised that an effect on the financial position of a Member, relative, close associate, employer, etc OR an application made by a Member, relative, close associate, employer, etc would both probably constitute either an OSI or in some cases a DPI.

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This Report will be made public on 7 June 2021



Report Number **C/21/08**

To: Cabinet
Date: 23 June 2021
Status: Non-Key Decision
Head of Service: Charlotte Spendley, Director of Corporate Services
Cabinet Member: Councillor David Monk, Leader and Portfolio Holder for Finance

SUBJECT: GENERAL FUND CAPITAL PROGRAMME OUTTURN 2020/21

SUMMARY: This report summarises the 2020/21 final outturn position (subject to audit) for the General Fund capital programme compared to the latest approved budget. The report also summarises the outturn position for the approved prudential indicators for capital expenditure in 2020/21.

REASONS FOR RECOMMENDATIONS:

- a) Cabinet is asked to agree the recommendations set out below because it needs to be kept informed of the General Fund capital programme position and take appropriate action to deal with any variance from the approved budget.
- b) CIPFA's Prudential Code for Capital Finance requires the actual prudential indicators for the financial year to be reported.

RECOMMENDATIONS:

1. To receive and note Report C/21/08.

1. INTRODUCTION AND BACKGROUND

1.1 This report compares the 2020/21 outturn (subject to audit) for the capital programme to the latest approved budget, agreed by Full Council on 24 February 2021 (minute 25 refers). Specifically, this report;-

- i) provides explanations of the key variances for schemes within the programme between the latest approved budget and the outturn position for 2020/21,
- ii) considers the impact the changes to the overall capital programme will have on the financing resources required to fund it,
- iii) summarises the 2020/21 outturn position for the approved prudential indicators for capital expenditure.

2. 2020/21 FINAL OUTTURN COMPARED TO THE LATEST APPROVED BUDGET

2.1 The total cost and funding of the General Fund capital programme for 2020/21 is £17,614,951 a reduction of £3,257,949 compared to the latest approved budget of £20,872,900. The following table provides a summary of the final outturn for the General Fund capital programme in 2020/21 compared the latest budget. Full details are shown in Appendix 1 to this report. The final outturn figures are consistent with the draft Statement of Accounts and subject to the audit of the accounts.

General Fund Capital Programme 2020/21	Latest Budget 2020/21	Provisional Outturn	Variance Budget to Outturn
	£'000	£'000	£'000
Service Units			
Operations	1,781	1,408	(373)
Corporate Services	2,106	2,179	73
Housing	1,010	810	(200)
Transformation & Transition	2,599	1,209	(1,390)
Economic Development	0	371	371
Place	13,377	11,638	(1,739)
Total Capital Expenditure	20,873	17,615	(3,258)
Capital Funding			
Capital Grants	(1,753)	(2,049)	(296)
External Contributions	(196)	(871)	(675)
Capital Receipts	(2,010)	(1,140)	870
Revenue	(4,226)	(3,194)	1,032
Borrowing	(12,688)	(10,361)	2,327
Total Funding	(20,873)	(17,615)	3,258

2.2 The following table summarises the main reasons for the net reduction in the final outturn expenditure compared to the latest budget:

Variations – 2020/21 Latest Budget to Outturn			
1	Reprofiling between 2020/21 and 2021/22	£'000	£'000
i)	General Fund Property - Health and Safety Enhancements	(13)	
ii)	Public Toilets Enhancement Programme	3	
iii)	Ship Street Site Folkestone	(161)	
iv)	*On Street Parking Pay & Display Machines	4	
v)	Electric Vehicles Charging Points	(40)	
vi)	*Oportunitas Phase 2	80	
vii)	Land at Otterpool Lane	(314)	
viii)	*Mountfield Business Hub	(297)	
ix)	*Mountfield Employment Land	(568)	
x)	*Waste Contract - Acquisitions of Vehicles and Equipment	(608)	
xi)	*Temporary Accommodation	(200)	
xii)	Biggins Wood Site Land Remediation Works	(100)	
xiii)	Biggins Wood Commercial Development	9	
xiv)	*Princes Parade Leisure Centre	(110)	
xv)	Coast Protection, Coronation Parade Folkestone	40	
xvi)	*Otterpool Park Masterplanning Costs	(839)	
xvii)	*Lower Sandgate Rd Beach Huts	(20)	
xviii)	Other small changes	3	
			(3,131)
2	Reclassification between capital and revenue		
i)	Community Led Local Development ERDF Capital Projects (externally funded)	371	
			371
3	Overspends		
i)	Lifeline Capitalisation	4	
ii)	Otterpool Park Delivery Costs	16	
iii)	Disabled Facilities Grants (externally funded)	36	
iv)	Other small overspends	10	
			66
4	Savings		
i)	Beach Management 2020-2021 (externally funded)	(89)	
ii)	Transformation Project costs	(416)	
iii)	Empty Home Initiatives	(26)	
iv)	Greatstone dune management & study (externally funded)	(10)	
v)	Home Safe Loans	(10)	
vi)	Server Replacement Programme	(7)	

vii) Other small savings	(6)
	<u>(564)</u>
Total change in overall capital programme for 2020/21	<u>(3,258)</u>

*denotes scheme in progress and sum fully committed in 2021/22

2.3 The outturn for 2020/21 of £17.615m is £1.510m lower than the previous projected position of £19.125m reported to Cabinet on 17 March 2021 (minute 91 refers), which was based on information at 31 January 2021. The main reason for this difference is the reprofiling of both the Mountfield Employment Land scheme (£568k) and the Otterpool Park Masterplanning costs (£839k) to 2021/22, neither of which were reflected in the previous projection. The Otterpool Park Masterplanning costs are fully committed and the masterplanning continues at pace.

2.4 As highlighted in 2.2 above, the main reason for this significant reduction in the planned capital expenditure for the year is due to the reprofiling of a number of schemes between 2020/21 and 2021/22. The majority of the sum being reprofiled to 2021/22 is for schemes in progress where the sum is fully committed. Cabinet is reminded that the council has an approved five year Medium Term Capital Programme through to 31 March 2026 and a number of the schemes in it are profiled to incur expenditure over more than one financial year as part of their approved budget. Some capital schemes are more difficult to project accurately in terms of both the timing of expenditure and, in some cases, the final cost.

3. IMPACT OF PROGRAMME CAPITAL FUNDING RESOURCES

3.1 As summarised in section 2 of this report, the Council has used £10.361m of prudential borrowing towards financing its capital expenditure incurred in 2020/21. The capital financing costs from the borrowing have been included in the Council's future budget projections. The capital schemes in 2020/21 supported by prudential borrowing are:

	£'000
i) Otterpool Park schemes	5,412
ii) Waste Contract Vehicles	2,323
iii) Oportunitas Phase 2 funding	2,080
iv) Biggins Wood Commercial Development	9
v) Greatstone Holiday Lets	17
vi) Lower Sandgate Road Beach Huts	520
Total	<u>10,361</u>

3.2 The council's actual borrowing activity for the financial year will be covered in the Treasury Management Outturn Report for 2020/21 which Cabinet is due to consider later this summer. However, the Prudential Indicators outturn for 2020/21, covered below and in appendix 2 to this report, summarise the council's total debt, including that attributable to the Housing Revenue

Account, at 31 March 2021 against its total borrowing need, known as the Capital Financing Requirement.

- 3.3 The £3.194m of revenue resources used to fund capital expenditure in the current financial year, summarised in section 2.1 of the report, is reflected in the General Fund outturn report for 2020/21, due to be considered by Cabinet as part of this agenda.
- 3.4 The latest position regarding the council's available capital receipts to fund capital expenditure is shown in the following table:

General Fund Capital Receipts Position Statement	£'000
Total receipts in hand at 31 March 2021	(8,435)
Less:	
Committed towards General Fund capital expenditure	(2,130)
Committed towards HRA capital expenditure	(4,614)
Ring-fenced for specific purposes	(78)
Contingency for urgent or unforeseen capital expenditure	(500)
Balance available to support new capital expenditure	1,113

- 3.5 Of the £1.1m in available General Fund capital receipts at 31 March 2021, £0.9m can be used towards qualifying efficiency costs under the government's Flexible Use of Capital Receipts guidance. In 2020/21 the capitalised Transformation Project cost of £584k was met from qualifying capital receipts held under this guidance.
- 3.6 Available resources to fund the slippage and reprofiling of capital expenditure to 2020/21, outlined in section 2 of the report, have been ring-fenced to meet this.

4 PRUDENTIAL INDICATORS OUTTURN 2020/21

- 4.1 The Local Government Act 2003 requires the Authority to have regard to the Chartered Institute of Public Finance and Accountancy's *Prudential Code for Capital Finance in Local Authorities* (the Prudential Code) when determining how much money it can afford to borrow. The objectives of the Prudential Code are to ensure, within a clear framework, that the capital investment plans of local authorities are affordable, prudent and sustainable, and that treasury management decisions are taken in accordance with good professional practice. Appendix 2 compares the approved indicators with the outturn position for 2020/21. The actual figures have been taken from or prepared on a consistent basis with the Authority's draft Statement of Accounts. The Authority has complied with all the limits set as part of the approved indicators for 2020/21.

5 CONCLUSIONS

- 5.1 The outturn position for 2020/21 is consistent with the draft Statement of Accounts.

- 5.2 The main reason for the reduction in expenditure compared to the latest approved budget is due to slippage and reprofiling of expenditure to 2020/21.
- 5.3 The outturn for the programme requires £10.361m of borrowing to support it.

6 RISK MANAGEMENT ISSUES

- 6.1 A summary of the perceived risks follows:

Perceived risk	Seriousness	Likelihood	Preventative action
Capital resources not available to meet the cost of the new projects.	High	Low	Capital receipts required have already been realised for the majority of the programme. Schemes subject to future capital resources will only commence once these are realised. Schemes supported by grant funding will only commence once fully approved and committed by the relevant body.
Cost of new projects may exceed the estimate.	High	Medium	Capital monitoring procedures in place allowing prompt early action to be taken to manage the risk effectively.

7. LEGAL/FINANCIAL AND OTHER CONTROLS/POLICY MATTERS

7.1 Legal Officer's Comments (NM)

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

7.2 Finance Officer's Comments (LW)

This report has been prepared by Financial Services. There are no further comments to add.

7.3 Diversities and Equalities Implications

The report does not cover a new service or policy or a revision of either and therefore does not require an Equality Impact Assessment.

7.4 Communications (KA)

There are no communications implications arising directly from this report

8. CONTACT OFFICERS AND BACKGROUND DOCUMENTS

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

Lee Walker, Capital & Treasury Senior Specialist
Tel: 01303 853593. e-mail: lee.walker@folkestone-hythe.gov.uk

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

None

Appendices:

Appendix 1 – General Fund Capital Programme 2020/21 Outturn

Appendix 2 – Prudential Indicators Outturn Report 2020/21

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APPENDIX 1 - GENERAL FUND CAPITAL PROGRAMME PROVISIONAL OUTTURN 2020/21

by Head Of Service

Item	Scheme	Latest Approved Budget	Provisional Outturn	Variance Budget to Outturn	Comments
		£000	£000	£000	
	Andy Blaszkowicz - Director of Housing & Operations				
1	Vehicle Replacement Programme	66	64	(2)	Two vehicles have been purchased in 20/21 as part of the replacement programme.
2	Coast Protection, Coronation Parade Folkestone	20	60	40	Scheme all externally funded. Preliminary test and studies to allow for procurement of the main works brought forward from 2021/22.
3	Coastal Protection, Greatstone dune management & study	15	5	(10)	Annual scheme funded by the Environment Agency.
4	Beach Management 2020-2021	420	331	(89)	Beach management includes additional work undertaken in the spring of 2020. Works planned for spring 2021 are now expected to take place in April. Scheme funded by the Environment Agency.
5	General Fund Property - Health and Safety Enhancements	13	0	(13)	Balance reprofiled to 2021/22.
6	Lifeline Capitalisation	50	54	4	Additional expenditure to meet demand for the service.
7	Royal Military Canal Enhancements	29	31	2	Slight overspend on annual programme of works for the year.
8	Coronation Parade Annual Monitoring	4	0	(4)	No expenditure for 2020/21.
9	Public Toilets Enhancement Programme	0	3	3	Preliminary costs only. To be met from main scheme budget profiled for 2021/22.
10	Biggins Wood Commercial Dev	0	9	9	Preliminary costs only. To be met from main scheme budget profiled for 2021/22.
11	Biggins Wood Site Land Remediation Works	100	0	(100)	Reprofiled to 2021/22
12	Greatstone Holiday Lets	15	17	2	Preliminary costs only.
13	Ship Street Site Folkestone	441	280	(161)	General Fund share of the acquisition. Balance for site planning and preparation costs reprofiled to 2021/22.
14	Hawkinge Cemetery Expansion	28	29	1	Scheme completed 20/21.
15	Hawkinge Depot Upgrade	0	1	1	Preliminary costs only. To be met from main scheme budget profiled for 2021/22.

Item Scheme		Latest Approved Budget	Provisional Outturn	Variance Budget to Outturn	Comments
		£000	£000	£000	
16	Lower Sandgate Rd Beach Huts - Loan to FPPG Charity	540	520	(20)	Loan funding to the Folkestone Parks and Pleasure Grounds Charity to meet the cost of the scheme. Balance reprofiled to 2021/22 to complete the scheme
17	On Street Parking Pay & Display Machines	0	4	4	Expenditure being met from budget originally profiled for 2021/22.
18	Electric Vehicles Charging Points	40	0	(40)	Scheme to provide on-street charging points delayed until 2021/22.
Total - Head of Housing & Operations		1,781	1,408	(373)	
Charlotte Spendley - Director of Corporate Services					
19	PC Replacement Programme	46	46	0	On target.
20	Server Replacement Programme	60	53	(7)	Saving
21	Oportunitas Phase 2 Funding	2,000	2,080	80	Expenditure partly reprofiled from 2021/22 to support Oportunitas' capital investment plans to acquire residential units at the former Royal Victoria Hospital site in Folkestone
Total - Head of Corporate Services		2,106	2,179	73	
Katharine Harvey - Head of Economic Development					
22	Community Led Local Development (CLLD) ERDF Capital Projects	0	371	371	Folkestone Community Works reclassified as capital expenditure and met from Government Grant.
Total - Head of Economic Development		0	371	371	
Ewan Green - Director of Place					
23	Waste Contract - Acquisitions of Vehicles and Equipment	2,931	2,323	(608)	Purchase of new waste contract vehicles. Balance to be reprofiled to 2021/22 and budget fully committed
24	Acquisition of former Debenhams Building	2,340	2,340	0	Building acquired in May 2020.
25	Land at Otterpool Park	3,700	3,386	(314)	Balance reprofiled to 2021/22 and budget fully committed.
26	Otterpool Park LLP Funding	1,250	1,255	5	Initial funding of Otterpool Park LLP to support the delivery of the proposed development.
27	Otterpool Park Delivery Costs	12	28	16	Further consultancy advice to support the delivery process.
28	Otterpool Park Masterplanning Costs	3,144	2,305	(839)	Balance reprofiled to 2021/22 and budget fully committed.
Total - Director of Place		13,377	11,638	(1,739)	
John Holman - Head of Housing					
29	Temporary Accommodation	200	0	(200)	The acquisition of these units is now likely to complete in early 2021/22.
30	Disabled Facilities Grants	600	636	36	Activity has increased in the second half of the year and the cost of the scheme is entirely met from Government grant. There is currently no waiting list for applications.
31	Home Safe Loans	60	50	(10)	Lower demand than anticipated

Item	Scheme	Latest Approved Budget	Provisional Outturn	Variance Budget to Outturn	Comments
		£000	£000	£000	
32	Empty Home Initiatives	150	124	(26)	The number of Empty Homes projects progressing in the district has been significant lower in 2020/21, due to the pandemic. Activity levels are predicted to return to normal in 2021/22.
Total - Head of Housing		1,010	810	(200)	
Tim Madden - Head of Transition & Transformation					
33	Princes Parade Leisure Centre	250	140	(110)	The projection is for consultancy support towards the delivery of the overall scheme for the site. The contractor has been appointed to deliver the scheme and costs for the first phase of works to undertake site remediation and infrastructure works are likely to be incurred from April 2021.
34	FHDC Transformation	1,000	584	(416)	A reduction in the projected staffing, consultancy and ICT costs for the Council's Transformation Project. Costs capitalised under the government's 'Flexible Use of Capital Receipts' statutory guidance.
35	Mountfield, New Romney - Employment Land	614	46	(568)	Contractor appointed and works expected to commence in March 2021. Balance to be reprofiled to 2021/22.
36	Mountfield, New Romney - Business Hub	735	438	(297)	Joint venture with East Kent Special Development Company. Projected expenditure for 2020/21 to be met from Magnox funding. The Council's contribution to the scheme will now be utilised in 2021/22.
Total - Head of Transition & Transformation		2,599	1,209	(1,390)	
TOTAL GENERAL FUND MEDIUM TERM CAPITAL PROGRAMME		20,873	17,615	(3,258)	

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Appendix 2

Prudential Indicator Outturn Report 2020/21

Capital Expenditure: The Authority's capital expenditure and financing, including the Housing Revenue Account, is summarised in table 1 below and is consistent with the draft statement of accounts for 2020/21:

Table 1

Capital Expenditure and Funding	2020/21 Estimate £m	2020/21 Actual £m	Difference £m
Capital Expenditure			
General Fund Services	7.698	6.149	(1.549)
Capital Investments	13.175	11.466	(1.709)
HRA	13.755	8.128	(5.627)
Total Expenditure	34.628	25.743	(8.885)
Funded by:			
External Resources	(1.949)	(2.920)	(0.971)
Internal Resources	(19.991)	(12.462)	7.529
Debt	(12.688)	(10.361)	2.327
Total Funding	(34.628)	(25.743)	8.885

Capital Financing Requirement: The Capital Financing Requirement (CFR) shown in table 2 below, measures the Authority's underlying need to borrow for a capital purpose and the actual position is consistent with the draft statement of accounts for 2020/21:

Table 2

Capital Financing Requirement	31.03.21 Estimate £m	31.03.21 Actual £m	Difference £m
General Fund Services	14.242	13.425	(0.817)
Capital Investments	67.514	66.103	(1.411)
HRA	47.416	47.416	-
Total CFR	129.172	126.944	(2.228)

Gross Debt and the Capital Financing Requirement: In order to ensure that over the medium term debt will only be for a capital purpose, the Authority should ensure that debt

does not, except in the short term, exceed the total of capital financing requirement in the preceding year plus the estimates of any additional capital financing requirement for the current and next two financial years. This is a key indicator of prudence and is shown in table 3 below:

Table 3

Debt and CFR	31.03.21 Estimate £m	Maximum Debt in 2020/21 £m	31.03.21 Actual £m	Difference £m
Total debt	88.2	90.3	80.0	(8.2)
Capital financing requirement	129.2	126.9	126.9	2.3
Headroom	(41.0)	(36.6)	(46.9)	(5.9)

The total debt remained below the CFR during the forecast period.

Operational Boundary for External Debt: The operational boundary is based on the Authority's estimate of most likely (i.e. prudent but not worst case) scenario for external debt. It links directly to the Authority's estimates of capital expenditure, the capital financing requirement and cash flow requirements, and is a key management tool for in-year monitoring. Other long-term liabilities comprise finance lease, Private Finance Initiative and other liabilities that are not borrowing but form part of the Authority's debt. The operational boundary for external debt is shown in table 4 below:

Table 4

Operational Boundary and Total Debt	31.03.21 Boundary £m	Maximum Debt in 2020/21 £m	31.03.21 Actual Debt £m	Complied
Borrowing	151.1	90.3	80.0	✓
Other long-term liabilities	-	-	-	✓
Total Debt	151.1	90.3	80.0	✓

Authorised Limit for External Debt: The authorised limit is the affordable borrowing limit determined in compliance with the Local Government Act 2003. It is the maximum amount of debt that the Authority can legally owe. The authorised limit provides headroom over and above the operational boundary for unusual cash movements. The authorised limit for external debt is shown in table 5 below:

Table 5

Authorised Limit and Total Debt	31.03.21 Boundary £m	Maximum Debt in 2020/21 £m	31.03.21 Actual Debt £m	Complied
Borrowing	180.1	90.3	80.0	✓
Other long-term liabilities	-	-	-	✓
Total Debt	180.1	90.3	80.0	✓

Ratio of Financing Costs to Net Revenue Stream: This is an indicator of affordability and highlights the revenue implications of existing and proposed capital expenditure by identifying the proportion of the revenue budget required to meet financing costs, net of investment income. The ratio of financing costs to net revenue stream is shown in table 6 below:

Table 6

Ratio of Financing Costs to Net Revenue Stream	31.03.21 Estimate %	31.03.21 Actual %	Difference %
General Fund	15.3%	24.8%	9.5%
HRA	50.6%	27.6%	(23.0)%

The increase to the General Fund ratio is mainly due changes in the revenue funding of capital expenditure required in 2020/21. In particular this reflects the decision to use £2.3m of revenue resources to meet the cost of acquiring the former Debenhams building in Folkestone.

The change to the HRA ratio is mainly due to a reduction in the revenue funding of capital expenditure of £3.8m required in 2020/21, reflecting lower than estimated expenditure on the new build and acquisitions programme for the year.

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This Report will be made
public on 7 June 2021

Report Number **C/21/09**

To: Cabinet
Date: 23 June 2021
Status: Non-Key Decision
Head of Service: Charlotte Spendley – Director Corporate Services
Cabinet Member: Councillor David Monk, Leader

SUBJECT: GENERAL FUND REVENUE 2020/21 PROVISIONAL OUTTURN

SUMMARY: This report summarises the 2020/21 final outturn position (subject to audit) for the General Fund revenue expenditure compared to both the latest approved budget and quarter 4 projections.

REASONS FOR RECOMMENDATIONS:

Cabinet is asked to agree the recommendations set out below because Cabinet needs to be informed of the council's General Fund revenue 2020/21 final outturn position.

RECOMMENDATIONS:

1. To receive and note Report C/21/09.
2. As detailed in paragraph 2.7, to allocate £393k of unspent 2020/21 budgets to the Carry Forward Reserve.

1. INTRODUCTION

- 1.1 This report brings the 2020/21 financial monitoring to a conclusion. It sets out the General Fund's financial position at year end (subject to audit) and compares it against the latest approved budget and the projected outturn position at quarter 4.
- 1.2 The Statement of Accounts for 2020/21 will be audited during July and August and the audited set will be submitted to Audit and Governance Committee at its September meeting for approval.

2. GENERAL FUND OUTTURN 2020/21

- 2.1 The draft Statement of Accounts 2020/21 reports the following year end position. This report however expands further on the detail.
- 2.2 The final outturn shows a net deficit for the year of £5.7m against the latest approved budget of £2.4m. This represents an unfavourable variance of £3.3m compared to the latest approved 2020/21 budget.
- 2.3 It is important to note that this deficit position includes a transfer to earmarked reserves of £5.8m which is an accounting entry required to comply with Collection Fund accounting regulations and in line with guidance received from CIPFA. It relates to additional s31 grant funding received in year to compensate for the new Business Rates reliefs awarded by the Government in response to Covid. Due to the timing of Collection Fund accounting, the awarding of these reliefs will result in a deficit on the Collection Fund which will hit the General Fund in 2021/22, therefore the income has been set aside in an earmarked reserve to be drawn down next year to mitigate the impact.
- 2.4 Excluding this accounting adjustment the outturn position is a surplus of (£0.1m), which is an underspend of (£2.5m). This is £1.0m higher than the projected underspend reported at quarter 4 with the main reasons for the movement being (£714k) net Disabled Facilities Grant funding received and a (£259k) reduction in the use of revenue to fund capital due to the use of capital receipts instead.
- 2.5 A more detailed explanation of the final outturn is set out in the following paragraphs. In addition to the carry forwards (which are set out below), £300k has been allocated to an earmarked reserve to support the delivery of recovery focussed priorities of the Council in response to the pandemic as approved by Cabinet at its meeting in March.
- 2.6 After all statutory accounting adjustments have been made at year-end, which are not included in management reporting, there is a surplus on the General Fund of £513k which will be transferred to the General Reserve where it will be available for use to support expected future expenditure pressures. The General Reserve balance at the end of 2020/21 is anticipated to be £3.8m

2.7 The provisional carry forwards are £393k which were approved by the Section 151 Officer as budgeted revenue expenditure relating to 2020/21 to be carried forward to 2021/22. Recommendation 2 of this report seeks confirmation of this position, and appendix 1 outlines the proposed carry forwards by service area.

2.8 Section 3 of the report compares the outturn to the projected outturn at quarter 4 as reported to Cabinet in March 2021. The outturn for the General Fund Revenue in 2020/21 compared to the latest budget is summarised below:

General Fund Net Cost of Services	Latest Approved Budget	Outturn	Variance
	£'000	£'000	£'000
Finance, Strategy & Corporate Services	6,714	6,585	(129)
Human Resources	767	651	(116)
Governance & Law	2,451	2,499	48
Leadership Support	960	1,002	42
Place	5,296	5,549	253
Economic Development	1,191	758	(433)
Planning	509	79	(430)
Operations	1,200	2,590	1,390
Strategic Development	1,143	767	(376)
Housing	1,212	1,364	152
Transition & Transformation	34	10	(24)
Sub-Total - Heads of Service	21,477	21,854	377
Unallocated Net Employee Costs	(324)	-	324
Recharges to Non General Fund Accounts	-	(1,337)	(1,337)
Total – Heads of Service	21,153	20,517	(636)
Internal Drainage Board Levies	474	474	-
Interest Payable and Similar Charges	486	244	(242)
Interest and Investment Income	(793)	(1,864)	(1,071)
New Homes Bonus Grant	(1,422)	(1,422)	-
Other Non-Service Related Government Grants	(1,792)	(9,789)	(7,997)
Town and Parish Precepts	2,549	2,549	-
Minimum Revenue Provision	874	775	(99)
Capital Expenditure Financed from Revenue	1,679	3,194	1,515
NET REVENUE EXPENDITURE BEFORE USE OF RESERVES	23,208	14,678	(8,530)
Net Transfers to/from Earmarked Reserves	(4,049)	2,891	6,940
TOTAL TO BE MET BY TAXPAYERS	19,159	17,211	(1,948)
Business Rates Income	(3,753)	959	4,712
Demand on the Collection Fund	(13,045)	(12,878)	167
SURPLUS(-)/DEFICIT FOR THE YEAR	2,361	5,650	3,289

2.9 The main variations are shown and explained in more detail below.

	£'000
Administration budgets	(207)
Finance, Strategy & Corporate Services	
Covid-19 grants received	(768)
Otterpool (Local Planning Authority)	270
Council Tax Collection	472
Housing Benefits	328
Council Tax Reduction Scheme	(249)
Corporate Management	(107)
Housing	
Renovation Loans	(714)
Homelessness	(147)
Strategic Development	
Otterpool Park	(398)
Economic Development	
Regeneration & Economic Development	(219)
High Street Innovation fund	(180)
Planning	
Development Control	(152)
Operations	
Connect 38	1,101
Grounds Maintenance	(111)
Folca	134
Off-Street Parking	448
Place	
Hythe Swimming Pool	203
Other small variations	(340)
Total – Heads of Service	(636)

2.9.1 Administration Budgets

This represents variances across all service areas within the administration budgets mainly relating to staffing costs. This position is net of the agreed vacancy factor amount budgeted for each year.

2.9.2 Finance, Strategy & Corporate Services

Covid-19 grant – due to the Covid-19 pandemic the Council has received various grants to cover a wide variety of costs. These include the purchase of Personal Protective Equipment (PPE), the set-up of Community Hubs, any impact on homelessness, the loss of income from sales, fees and charges

and to help re-open the High Streets safely. The grants aim to offset these cost pressures however, these will occur within various other service areas.

Otterpool (Local Planning Authority) – Professional fees of £148k and temporary staff costs of £105k. The cost will be met by the Otterpool Reserve.

Council Tax Collection – due to the Courts being closed since the beginning of the pandemic there was no court cost income received, totalling £400k. In addition, there was an unbudgeted write-off of court cost income totalling £63k.

Housing Benefit/Rent Rebates – the net overspend of £328k on Housing Benefits mainly relates to the under recovery of overpayments on rent allowances £406k and a projected increase in rent allowance payments £83k which is partly off-set by unspent Covid related funding received for DHSC Test and Trace and self-isolation payments of (£161k) which have been transferred to an earmarked reserve for use in 2021/22.

Council Tax Reduction Scheme – (£280k) increase in income relates to grants being received from Kent County Council (KCC), in respect of additional Support Grant and Empty Homes Incentive Fund, partly offset by unbudgeted computer software costs £31k.

Corporate Management – favourable variance of (£107k). This is mostly due to an accounting adjustment of £584k for Transformation costs being funded from the flexible use of capital receipts, offset by (£492k) budget savings identified by budget managers during the year in response to the pandemic and additional cost pressures and (£237k) unused CLT contingency.

2.9.3 Housing

Renovation Loans – (£714k) net Disabled Facilities Grant funding received in year.

Homelessness – there is an increase in income of (£285k) relating to an increase in Housing Benefit payments and repayments of rents and charges due to an increase in B&B cases during 2020/21. This is partly offset by an overspend on B&B costs of £137k.

2.9.4 Strategic Development

Otterpool Park – The unfavourable variance of £398k is the net impact of costs capitalised, with the balance being met from the Otterpool Reserve.

2.9.5 Economic Development

Regeneration & Economic Development – The £219k underspend was largely explained by the cancellation of the 2020/21 Triennial which will now take place in 2021/22. This expenditure is funded from the Leisure Reserve and has been carried forward to 2021/22.

High Street Innovation Fund – the underspend of (£180k) relates to projects being delayed due to the pandemic. Expenditure is funded from the High

Street Regeneration Reserve and so this has been carried forward to 2021/22.

2.9.6 Planning

Development Control – income for planning application fees were £171k higher than budget, but they were partly offset by £9k overspend within professional fees expenditure and reduced income for Pre-Application fees £10k.

2.9.7 Operations

Connect 38– £950k reclassification of commercial property income as investment income and £210k lower rental income than budgeted partly offset by savings in Professional fees of (£40k) and net service charge costs (£23k).

Grounds Maintenance – Savings in seasonal staffing costs of (£111k).

Folca – Unexpected income from NHS vaccine site (£30k) partly offsetting running costs £160k.

Car Parking - off-street parking has been adversely affected by the pandemic due to lockdown measures in place during the year and the income budget has been under achieved by £448k.

2.9.8 Place

Hythe swimming pool – loss of income due to pool closure as a result of lockdown measures £203k.

2.10 Further variances below the heads of service total are shown below.

2.10.1 Interest Payable and Similar Charges

The (£242k) favourable variance relates to a reduction in the bad debt provision based on latest analysis of arrears data.

2.10.2 Interest and Investment Income

The favourable variance of (£1.1m), largely relates to the reclassification of commercial property income from property holding accounts (mainly Connect 38).

2.10.3 Other Non-Service related Government Grants

Additional grants of (£8.0m) have been received in 2020/21 compared to budget, largely as a result of Covid funding announced during the year.

(£5.7m) of additional s31 grant was received to compensate for new Covid business rates reliefs (this offsets the reduction in income shown against Business Rates income). (£2.0m) of Covid emergency grants were received to compensate for additional expenditure incurred as a result of the response to Covid and loss of income. (£150k) of Brexit funding was received and £124k s31 grant for loss of council tax income as part of the government's Tax Income Guarantee Scheme.

2.10.4 Capital Financed from Revenue

There was an additional £1.5m capital expenditure funded from revenue in-year compared to budget. This is the net position relating to the £2.3m purchase of Folca, £902k capitalisation of Otterpool Masterplanning costs and (£1.7m) expenditure re-profiled to 2021/22 for Biggins Wood and Mountfield Business Hub projects. Expenditure for all of these schemes is to be met from earmarked reserves.

2.10.5 Movement in Earmarked Reserves

The table below sets out the various Earmarked Reserves that the council holds and shows the movement in year to be £2.9m.

The Carry Forward reserve includes £393k which was approved by the Section 151 Officer as budgeted revenue expenditure relating to 2020/21 to be carried forward to 2021/22 and will be endorsed through the approval of recommendation 2 of this report.

The main reasons for the £6.9m variance are (£2.3m) use of reserves to purchase Folca, £5.8m of s31 grants received in 2020/21 for Covid business rates reliefs transferred to reserves to offset the Business Rates deficit in 2021/22 (due to the timing of Collection Fund accounting), £1.7m funding for Biggins Wood and Mountfield Rd Industrial Estate capital projects deferred to 2021/22, £1m Business Rates pool benefit (subject to final reconciliation by the Pool Lead) transferred to reserves, £400k unspent Covid Grants transferred to reserves for use in 2021/22 and £300k earmarked for Corporate Priorities focussed on recovery in 2021/22.

Based on the outturn as at 31 March 2021 the council's net movements in earmarked reserves were:

Earmarked Reserve	Balance at 1/4/2020	Latest Budget	Movement	Outturn Variance	Balance at 31/3/2021
	£'000	£'000	£'000	£'000	£'000
Business Rates	5,699	(4,426)	(2,976)	1,450	2,723
Leisure Reserve	497	(100)	50	150	547
Carry Forwards	681	(352)	10	362	691
VET Reserve	257	(50)	26	76	283
Invest to Save	366	(366)	(366)	0	0
Maintenance of Graves	12	0	0	0	12
New Homes Bonus (NHB)	2,360	(18)	(18)	0	2,342
Corporate Initiatives	998	(220)	(400)	(180)	598
IFRS Reserve	30	(23)	(23)	0	7
Otterpool Park Garden Town	1,570	(735)	(1,570)	(835)	0
Economic Development	4,384	(2,239)	(2,393)	(154)	1,991
Community Led Housing	418	(52)	(53)	(1)	365
Lydd Airport	9	0	0	0	9
Homelessness Prevention	401	0	87	87	488
High Street Regeneration	3,000	(468)	(930)	(462)	2,070
Climate Change	0	5,000	4,946	(54)	4,946
Covid Reserve	0	0	6,501	6,501	6,501
Total Earmarked Reserves	20,682	(4,049)	2,891	6,940	23,573

2.10.6 Business Rates Income

The reduction of £4.7m in Business Rates income is largely due to £5.5m of increased reliefs being awarded due to Covid (which are compensated via the additional s31 grants shown against Non-Service Related Government Grants), offset by (£0.7m) higher pool benefit than budgeted (subject to final reconciliation by the Pool Lead).

2.11 Corporate Priorities

As part of the 2019/20 Qtr 3 budget monitoring report that went to Cabinet in January 2020 it was agreed to utilise up to £400k of the projected underspend to provide interim capacity for the delivery of agreed Corporate Priorities. The funding was allocated to an earmarked reserve for future use. In order to be met from the available resources the funds were to be spent only on one off items and would not have any recurring financial impact. To date, £94k has been spent and the following initiatives and projects are currently proposed to be implemented in 2021/22:

	£'000
Heritage enhancements	39
Pesticide motion	30
Park enhancements (including H&S equipment improvements)	30
Development of new ED Strategy	50
Additional CLLD capacity	12
Lifeline Strategy	23
Total	184

GENERAL FUND OUTTURN 2020/21 COMPARED TO PROJECTED OUTTURN

3.1 This section compares the final outturn to the projected outturn at quarter 4 as reported to Cabinet in March 2021.

General Fund Net Cost of Services	Projected Outturn @ Qtr 4	Outturn	Variance
	£'000	£'000	£'000
Finance, Strategy & Corporate Services	4,174	6,585	2,411
Human Resources	669	651	(18)
Governance & Law	2,533	2,499	(34)
Leadership Support	1,000	1,002	2
Place	5,527	5,549	22
Economic Development	1,045	758	(287)
Planning	18	79	61
Operations	1,743	2,590	847
Strategic Development	832	767	(65)
Housing	2,045	1,364	(681)
Transition & Transformation	34	10	(24)
Sub-Total – Heads of Services	19,620	21,854	2,234
Corporate Initiatives	91	-	(91)
Recharges to Non General Fund Accounts	(1,294)	(1,337)	(43)
Total – Heads of Service	18,417	20,517	2,100

3.1.1 The major reasons for the variance at 'Total - Heads of Service' level are as follows:

	£'000
Administration budgets	(94)
Finance, Strategy & Corporate Services	
Covid-19 grants received transferred to non-service related income	2,031
Housing	
Renovation Grants – net Disabled Facilities Grant funding received	(714)
Operations	
Connect 38 income reclassified as investment income	969
Other small variations	(92)
Total – Heads of Service	2,100

3.1.2 The income relating to the Covid-19 grants and Connect 38 are shown below the line in Other Non-Service Related Government Grants and Interest and Investment Income respectively so the adverse variance shown above does not impact the contribution to the general reserve.

4. RISK MANAGEMENT ISSUES

4.1 A summary of the perceived risks follows:

Perceived risk	Seriousness	Likelihood	Preventative action
Significant amendments having to be made to the financial results following audit.	Medium	Low	The formal accounts have been prepared in accordance with professional standards and best accounting practice.

5. LEGAL/FINANCIAL AND OTHER CONTROLS/POLICY MATTERS

5.1 Legal Officer's Comments (NM)

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

5.2 Finance Officer's Comments (MD)

This report has been prepared by Financial Services. There are therefore no further comments to add.

5.3 Diversities and Equalities Implications

The report does not cover a new service/policy or a revision of an existing service/policy and therefore does not require an Equity Impact Assessment.

6. CONTACT OFFICERS AND BACKGROUND DOCUMENTS

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

Mark Dodson, Senior Accountant, Specialist Finance (Corporate Services)
Telephone: 01303 853441 Email: mark.dodson@folkestone-hythe.gov.uk

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

Budget outturn and projection working papers.

Appendices:

Appendix 1 – List of carry forwards

DRAFT

List of Carry Forwards	£
<u>Finance, Strategy & Corporate Services</u>	
CLT Contingency	175,940
<u>Human Resources</u>	
Corporate Training – professional training	31,615
Corporate Training – resource to support ILM learners through assessments delayed due to the pandemic	21,600
Corporate Training – ongoing work from Best Companies Survey results	3,000
<u>Governance & Law</u>	
Communications – Your District Today	11,500
<u>Economic Development</u>	
Corporate Investment Initiatives – feasibility studies for ED projects	26,000
<u>Place</u>	
Crime & Disorder – external grant for action plan with CSU	8,000
<u>Planning</u>	
Development Management – Folkestone Town Centre Place Plan	75,000
<u>Housing</u>	
Temporary Accommodation – acquisition of new temporary accommodation units	20,000
<u>Operations</u>	
Community Parks & Open Spaces – Play improvements from s106 contributions	20,000
Total – Heads of Services	392,655

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This Report will be made public on 7 June 2021

Report Number **C/21/10**

To: Cabinet
Date: 23 June 2021
Status: Non-Key Decision
Head of Service: Charlotte Spendley, Director of Corporate Services
Cabinet Members: Councillor David Monk, Leader of the Council and Councillor David Godfrey, Portfolio Holder for Housing, Transport and Special Projects

SUBJECT: HOUSING REVENUE ACCOUNT REVENUE AND CAPITAL FINANCIAL OUTTURN 2020/21

SUMMARY: This report summarises the 2020/21 provisional outturn position (subject to audit) for the HRA revenue expenditure and HRA capital programme compared to both the latest approved budget and quarter 4 projections.

REASONS FOR RECOMMENDATIONS:

Cabinet is asked to agree the recommendations set out below because it is essential they are kept informed of the Housing Revenue Account final 2020/21 position.

RECOMMENDATIONS:

1. To receive and note Report C/21/10.

INTRODUCTION

- 1.1 This report brings the 2020/21 financial monitoring to a conclusion. It sets out the HRA's financial position at year end (subject to audit) and compares it against the latest approved budget and quarter 4 projections. The report covers both revenue and capital expenditure for last year.
- 1.2 The formal Statement of Accounts for 2020/21 is being audited over July and August and will be submitted to Audit and Governance Committee at their meeting in September for approval.

2. HRA REVENUE AND CAPITAL 2020/21 OUTTURN

2.1 Final Revenue outturn compared to latest approved budget

- 2.1.1 The draft Statement of Accounts 2020/21 reports the following year end position for the HRA. This report however expands further on the detail.

HRA Net Revenue Expenditure 2020/21	Latest Approved Budget 2020/21	Final Outturn 2020/21	Variance
	£000's	£000's	£000's
Income	(16,359)	(16,325)	34
Expenditure	11,591	22,975	11,384
HRA Share of Corporate Costs	175	156	(19)
Net Cost of HRA Services	(4,593)	6,806	11,399
Interest Payable/Receivable	1,572	1,334	(238)
HRA Surplus/Deficit	(3,021)	8,140	11,161
Other items of Income & Expenditure	(295)	(10,668)	(10,373)
Revenue Contribution to Capital	6,805	2,966	(3,839)
Decrease/(Increase) to HRA Reserve	3,489	438	(3,051)

- 2.1.2 The above table shows that the final position reflects a favourable movement in financial terms of £3.1m compared to the latest approved budget.
- 2.1.3 The 'Expenditure' line shows an adverse variance of £11.4m of which £6.2m relates to impairment and revaluation losses relating to council dwellings and £4.3m relates to non-distributed pension costs, however these entries are reversed out in accordance with accounting policies through the 'Other Items of Income and Expenditure' line which shows a favourable variance of (£10.4m).

2.1.4 The main reasons for the £3.0m underspend compared to the latest approved budget, are as follows:

HRA Net Revenue Expenditure

	Variance £000's
Revenue contribution to capital expenditure (see 2.1.5 below)	(3,839)
Costs of new housing structure (see 2.1.7 below)	505
Increase in cleaning costs (see 2.1.8 below)	224
Other net variances	59

Final year end movement compared to latest approved budget

(3,051)

2.1.5 The decrease in revenue contribution relates to an underspend on the new build/acquisition programme in year. These schemes are now planned to commence in 2021/22 and will be funded from future years' budgets. The amount of revenue contribution to capital will change from year to year depending on the profile of the new build/acquisitions programme.

2.1.6 The non-distributed pension costs relate to the transfer in of EKH staff to the Council's pension scheme. These costs are reversed out in accordance with accounting policies to the pensions reserve so there is no impact to the HRA (surplus)/deficit.

2.1.7 The new housing management service commenced on 1st October and the staffing structure is now in place. The net additional cost for the new structure in 2020/21 is £505k.

2.1.8 The increase cleaning costs relate to enhanced cleaning required at the sheltered accommodation due to Covid-19.

2.2 Final Revenue outturn compared to quarter 4 projections

2.2.1 The table below shows that the final position is £554k better than the quarter 4 projections.

HRA Net Revenue Expenditure 2020/21	Qtr 4 Projection 2020/21	Final Outturn 2020/21	Variance
	£000's	£000's	£000's
Income	(15,919)	(16,325)	(406)
Expenditure	12,223	22,975	10,752
HRA Share of Corporate Costs	175	156	(19)
Net Cost of HRA Services	(3,521)	6,806	10,327
Interest Payable/Receivable	1,609	1,334	(275)
HRA Surplus/Deficit	(1,912)	8,140	10,052
Other items of Income & Expenditure	(295)	(10,668)	(10,373)
Revenue Contribution to Capital	3,199	2,966	(233)
Decrease/(Increase) to HRA Reserve	992	438	(554)

2.2 The main reasons for the £554km variance compared to quarter 4 projection, are as follows:

HRA Net Revenue Expenditure

	Variance £000's
Dwelling Rents & Other Charges for Services and Facilities	(406)
Revenue contribution to capital expenditure	(233)
Other net variances	85
Final year end movement compared to Qtr 4 Projection	<u>(554)</u>

2.2.1 The projection for rental income anticipated a 2.5% reduction due to Covid-19 based on the latest data, however this did not materialise during the financial year and overall collection rates were higher than anticipated.

2.2.2 The revenue contribution to capital was lower than projected at quarter 4 based on final capital expenditure.

2.3 Final Capital outturn compared to latest approved budget

2.3.1 The table below shows that the final position on the HRA Capital programme is £5.6m less than the latest approved budget.

HRA Capital Programme 2020/21	Latest Approved Budget 2020/21	Final Outturn 2020/21	Variance
	£000's	£000's	£000's
HRA Capital programme	13,755	8,128	(5,627)

2.3.2 The main reasons for the £5.6m variance compared to the latest approved budget, are as follows:

HRA Capital Programme

	Variance £000's
Enhanced Capital Programme (see 2.3.3 below)	(3,500)
New Build/Acquisitions programme (see 2.3.4 below)	(2,527)
Kitchen Replacement (see 2.3.5 below)	(291)
Heating Improvements (see 2.3.5 below)	(119)
Disables Adaptations (see 2.3.5 below)	(115)
Fire Protection Works (see 2.3.6 below)	435
Re-roofing (see 2.3.6 below)	350
EKH Single System (see 2.3.7 below)	145
Voids Capital Works (see 2.3.8 below)	129
Other net variances	(134)
Final year end movement compared to latest approved budget	<u>(5,627)</u>

2.3.3 This budget was not required in year as the enhanced capital programme was delayed in 2020/21, it is due to commence in 2021/22 following the results of stock condition surveys to be carried out in the coming months with work continuing into 2022/23.

2.3.4 The decrease in new build/acquisition expenditure relates to an underspend on the current year's planned programme due to delays in sites being ready for works to commence. These schemes have been re-profiled works on site are now due to commence in 2021/22 for Highview and Biggins Wood.

19 acquisitions were made in 2020/21, 17 for affordable rent and 2 for shared ownership sale.

The new build acquisition opportunity at Radnor Park Road which will deliver 14 units for affordable rent is still progressing and on track to complete late 2022.

The Council will be pursuing a further new build acquisition opportunity, which will deliver 14 units for affordable rent and shared ownership purchase. The opportunity has been fully tested against the requirements of the Housing Revenue Account Business Plan. The scheme in Shepway Close, Folkestone, is due to complete in the second half of 2022/23.

2.3.5 Due to Covid-19 and lockdown restrictions these areas of the Capital programme have seen a reduction in works completed as access to properties and social distancing were enforced. The stock condition surveys which commence in 2021/22 will identify works to be carried out.

2.3.6 Fire protection works in communal and external areas and re-roofing works have continued during Covid-19 lockdown and additional works were identified which were not affected by Covid-19 restrictions and were able to be completed during 2020/21.

2.3.7 There was a one-off capital cost of transitioning the EKH Single System to FHDC as part of bringing the housing service back in-house.

2.3.8 The increase in void capital works is due to the poor condition of returning properties which has been difficult to predict until the property is inspected, the stock condition survey should improve this moving forward.

2.4 Final Capital outturn compared to quarter 4 projections

2.4.1 The table below shows that the final position on the HRA Capital programme is £207k less than the quarter 4 projection.

HRA Capital Programme 2020/21	Qtr 4 Projection 2020/21	Final Outturn 2020/21	Variance
	£000's	£000's	£000's
HRA Capital programme	8,335	8,128	(207)

2.4.2 The main reasons for the £207k variance compared to the quarter 4 projections, are as follows:

HRA Capital Programme	Variance £000's
New Build/Acquisitions programme	(349)
Void Capital Works	129
Other net variances	13
Final year end movement compared to Qtr 4 Projection	(207)

3. CONCLUSION

3.1 The final position reflects a favourable movement in financial terms for the HRA Reserve of £3.0m compared to the latest approved budget.

3.2 The financial results are subject to audit.

4. RISK MANAGEMENT ISSUES

4.1 A summary of the perceived risks follows:

Perceived risk	Seriousness	Likelihood	Preventative action
Capital receipts (including right to buy sales) do not materialise	Medium	Low	The capital programme uses realised capital receipts only.
Insufficient capacity to manage delayed expenditure along with new year programme	Medium	Medium	The 2021/22 capital programme will need to continue to be reviewed to take account of the capacity to manage the programme including the slippage from 2020/21.
Significant amendments having to be made to the financial results following audit.	Medium	Low	The formal accounts have been prepared in accordance with professional standards and best accounting practice.

5. LEGAL/FINANCIAL AND OTHER CONTROLS/POLICY MATTERS

5.1 Legal Officer's Comments (NM)

There are no legal implications arising from this report.

5.2 Finance Officer's Comments (CI)

This report has been prepared by Financial Services. There are therefore no further comments to add.

5.3 Diversities and Equalities Implications (DA)

The report does not cover a new service/policy or a revision of an existing service or policy therefore does not require an EIA.

6. CONTACT OFFICERS AND BACKGROUND DOCUMENTS

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

Cheryl Ireland, Chief Financial Services Officer

Tel: 01303 853213

Email: cheryl.ireland@folkestone-hythe.gov.uk

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

Budget projection working papers

Appendices:

Appendix 1 Housing Revenue Account revenue budget outturn report

Appendix 2 Housing Revenue Account capital programme outturn report

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HRA REVENUE OUTTURN POSITION 2020/21

Actual 2019/20 £	<u>HOUSING REVENUE ACCOUNT</u>	Latest Budget 2020/21 £	Actuals 2020/21 £	Variance £	Quarter 4 Projections £	Variance to Qtr 4 £
	<u>INCOME</u>					
14,854,286	Dwelling rents	14,954,140	14,944,128	(10,012)	14,590,875	353,253
318,503	Non-dwelling rents	342,380	279,139	(63,241)	302,964	(23,825)
978,838	Other charges for services and facilities	1,009,840	1,048,989	39,149	973,365	75,624
52,200	Contributions from general fund	52,200	52,200	0	52,200	0
16,203,827	TOTAL INCOME	16,358,560	16,324,456	(34,104)	15,919,404	405,052
	<u>EXPENDITURE</u>					
3,487,250	Repairs and maintenance	3,786,920	3,826,666	39,746	3,846,620	(19,954)
4,610,244	Supervision and management	5,067,395	10,291,734	5,224,339	5,590,294	4,701,440
19,316	Rents, rates & taxes	21,750	21,071	(679)	21,750	(679)
140,313	Increase provision for bad or doubtful debts	150,000	95,063	(54,937)	200,000	(104,937)
	<u>Capital Financing Costs</u>					
5,510,903	Depreciation charges	2,564,670	6,886,853	4,322,183	2,564,670	4,322,183
827,860	Exceptional Item Impairment	0	1,828,248	1,828,248	0	1,828,248
21,920	Debt management expenses	0	24,940	24,940	0	24,940
14,617,805	TOTAL EXPENDITURE	11,590,735	22,974,574	11,383,839	12,223,334	10,751,240
(1,586,021)	NET COST OF SERVICES	(4,767,825)	6,650,118	11,417,943	(3,696,070)	10,346,188
159,534	HRA Services Share of Corporate & Democratic Core	175,000	156,120	(18,880)	175,000	(18,880)
0	HRA share of other amounts	0	0	0	0	0
(1,426,487)	NET COST OF HRA SERVICES	(4,592,825)	6,806,238	11,399,063	(3,521,070)	10,327,308
(628,558)	(Gain)/Loss on Sale of HRA fixed Assets	0	(358,105)	(358,105)	0	(358,105)
1,569,205	Loan charges - Interest	1,546,680	1,546,681	1	1,546,680	1
	<u>Investment Income</u>					
0	Mortgages	0	0	0	0	0
(78,215)	Interest on notional cash balances	(75,000)	(18,392)	56,608	(37,500)	19,108
43,000	Pensions Interest Cost and Expected Return on Assets	100,000	164,000	64,000	100,000	64,000
(521,056)	NET OPERATING INCOME	(3,021,145)	8,140,423	11,161,568	(1,911,890)	10,052,313
(3,750,219)	Any other item of income & expenditure	0	(6,132,657)	(6,132,657)	0	(6,132,657)
0	Amounts charged to income & exp. for premiums & discounts	0	0	0	0	0
628,558	Gain/(Loss) on Sale of HRA fixed Assets	0	358,105	358,105	0	358,105
0	Repayment of Debt	0	0	0	0	0
1,387,326	Revenue Contribution to Capital Expenditure	6,804,820	2,965,932	(3,838,888)	3,199,000	(233,068)
(56,000)	Net charges made for retirement benefits	(295,000)	(4,894,000)	(4,599,000)	(295,000)	(4,599,000)
0	Transfer to/(from) Major Repairs Reserve	0	0	0	0	0
(2,311,390)	TOTAL DEFICIT/(SURPLUS) FOR YEAR	3,488,675	437,802	(3,050,873)	992,110	(554,308)
10,163,309	Balance as at 1st April	12,474,698	12,474,698		12,474,698	
12,474,698	Balance as at 31st March	8,986,023	12,036,896		11,482,588	

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HRA CAPITAL OUTTURN POSITION 2020/21

Actual 2019/20 £	<u>HRA CAPITAL PROGRAMME</u>	Latest Budget 2020/21 £	Outturn 2020/21 £	Variance 2020/21 £	Qtr 4 Projections £	Variance to Qtr 4 £
	<u>EXPENDITURE</u>					
	<u>MAJOR REPAIR & IMPROVEMENT</u>					
	<u>Decent Homes Standard</u>					
174,942	Fire Protection Works	50,000	484,700	434,700	593,200	(108,500)
260,872	Replacement Windows and Doors	250,000	302,405	52,405	291,000	11,405
458,501	Re-roofing	350,000	699,782	349,782	699,782	0
547,460	Heating Improvements	649,330	529,903	(119,427)	419,330	110,573
239,590	Kitchen Replacement	411,000	119,655	(291,345)	101,000	18,655
159,521	Bathroom Improvements	173,500	134,848	(38,652)	144,000	(9,152)
172,986	Voids Capital Works	300,000	428,816	128,816	300,000	128,816
212,281	External Enveloping	350,000	331,653	(18,347)	325,000	6,653
67,875	Rewiring	485,000	502,060	17,060	550,000	(47,940)
14,340	Contract Specification	30,500	6,555	(23,945)	7,500	(945)
0	Enhanced Capital Programme	3,500,000	0	(3,500,000)	0	0
2,308,369	Sub-Total	6,549,330	3,540,376	(3,008,954)	3,430,812	109,565
	<u>Non Decent Homes Standard</u>					
0	Treatment Works	10,000	2,503	(7,497)	10,000	(7,497)
426,565	Disabled Adaptations	450,000	334,506	(115,494)	288,000	46,506
37,900	Cyclical Sheltered	80,000	66,669	(13,331)	66,000	669
24,362	Garages Improvements	30,000	(9,362)	(39,362)	1,000	(10,362)
5,228	Lift Replacement	60,000	20,000	(40,000)	30,000	(10,000)
4,836	Thermal Insulations	10,000	10,450	450	10,000	450
498,891	Sub-Total	640,000	424,766	(215,234)	405,000	19,766
	<u>Environment/Estate Improvement</u>					
7,899	Environmental Works	25,000	3,470	(21,530)	3,470	0
25,912	New Paths	15,000	11,198	(3,802)	15,000	(3,802)
14,235	Play Areas	10,000	14,235	4,235	14,235	0
48,046	Sub-Total	50,000	28,903	(21,097)	32,705	(3,802)
	<u>OTHER SCHEMES</u>					
1,913,257	New Builds/Acquisitions	6,515,270	3,988,123	(2,527,147)	4,336,760	(348,637)
0	EKH Single System	0	145,342	145,342	130,000	15,342
1,913,257	Sub-Total	6,515,270	4,133,465	(2,381,805)	4,466,760	(333,295)
4,768,564	TOTAL EXPENDITURE	13,754,600	8,127,511	(5,627,089)	8,335,277	(207,766)
	<u>FINANCING</u>					
573,977	1-4-1 Capital Receipts	1,424,983	1,141,636	(283,347)	1,301,028	(159,392)
0	HRA Capital Receipts	0	54,801	54,801	0	54,801
2,807,260	Major Repairs Allowance	5,524,800	3,965,142	(1,559,658)	3,835,812	129,331
1,387,326	Revenue Contribution	6,804,817	2,965,932	(3,838,885)	3,198,437	(232,505)
4,768,564	TOTAL FINANCING	13,754,600	8,127,511	(5,627,089)	8,335,277	(207,766)
0	SURPLUS C/FWD	0	0	0	0	0

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This Report will be made
public on 7 June 2021

Report Number **C/21/11**

To: Cabinet
Date: 23 June 2021
Status: Non Key Decision
Assistant Director: Charlotte Spendley – Director for Corporate Services
Cabinet Member: Councillor David Monk – Leader of the Council

SUBJECT: Annual Performance Report 2020-21

SUMMARY: This report sets out how the Council has delivered for local people in the district in 2020-21 in response to the previous Corporate Plan (2017-20) vision of *investing for the next generation ~ delivering more of what matters.*

REASONS FOR RECOMMENDATIONS:

The Annual Report highlights the activities and achievements of Folkestone & Hythe District Council in 2020-21 against priorities set out in the previous 2017-20 Corporate Plan.

RECOMMENDATIONS:

1. To receive and note report C/21/11.
2. To approve the Annual Performance Report 2020-21.

1. Introduction

1.1 The Council's Corporate Plan (2017-20) for the district, introduced six strategic objectives:

- More homes
- More jobs
- Health Matters
- Appearance Matters
- Achieving Stability
- Delivery Excellence

1.2 Underpinning each strategic objective was a set of priorities that explained how each objective would be achieved.

1.3 As Members will be aware, the Council adopted a new Corporate Plan 'Creating Tomorrow Together – 2021-30' in February 2021, at the end of the monitoring period covered by this report; this report will therefore be the last to monitor the strategic priorities of the previous 2017-20 Corporate Plan.

2. Annual Report 2020-21

2.1 The Council has faced an unprecedented year as a result of the Coronavirus pandemic, but has continued to pursue an ambitious agenda in 2020-21 and the annual report set out in appendix 1 reflects the hard work and resilience of teams from across the organisation in contributing towards the priorities set out in the previous Corporate Plan.

2.2 Some of the highlights from the year include:

- Over 200 private sector homes being improved across the district as a result of interventions by our Private Sector Housing team.
- The successful reintegration of our Housing service from East Kent Housing in October 2020, with a dedicated team of staff that over the past six months has worked hard to put a series of improvements in place for the benefit of tenants.
- Securing a combined total for £5.5million to boost the Romney Marsh economy to deliver a new business centre at Mountfield Road, and supporting infrastructure over the next two-year period, helping to create 700 new jobs for the area.
- Adoption of a Carbon Action Plan to help the council in reducing its carbon emissions to net zero by 2030.
- Successfully renegotiation of the waste and street cleansing contract with Veolia that will introduce new green initiatives to help meet the commitments in the Carbon Action Plan.
- Awarding of a 'Certificate of Excellence' for the Council's swift establishment of District-wide Community Hubs in response to the Coronavirus Pandemic.
- Administering over £36 million in business grants to over 2,000 local businesses across the district since March 2020.

- Achieving 2 star accreditation from the 'Best Companies' survey that recognises the council as an '**outstanding**' organisation to work for.
 - Successfully building on the previous recognition for customer service by being awarded a further three compliance plusses as part of the Customer Service Excellence accreditation.
 - Adopting the Places and Policies Local Plan, in September 2020, to guide development on sites throughout the district, as well as holding virtual public hearings into the Core Strategy Review before two independent planning Inspectors.
- 2.3 These achievements have been achieved despite significant challenges: resources have had to be redeployed from planned work to the Coronavirus response, the Council's income has been affected as demand has risen, the Civic Centre has been closed, staff have had to adapt to home working and the capacity of our partners has been similarly affected.
- 2.4 Given this, it is inevitable that some areas of performance measured by KPIs has fallen short during the year due to the direct impact of the coronavirus pandemic on our operations and those of external delivery partners, most notably in bringing forward new affordable housing and employment schemes. Other reasons include, current legislation guiding both homelessness approaches and penalty charge recovery rates as well as temporary staff resourcing issues within some teams and seasonal factors affecting activities, including recycling collections.
- 2.5 Where performance has not been achieved, explanations have been sought from the relevant Service Managers and noted in Appendix 2.

3. KPIs in 2021/22

- 3.1 Following the adoption of the council's new corporate plan, further work has been undertaken with officers on developing a corporate action plan that will support the delivery of corporate priorities over the next three year period.
- 3.2 A draft of the action plan with supporting KPIs will be considered for comment by the Overview and Scrutiny Committee in the near future. Following scrutiny by the Committee it will then be taken to Cabinet for adoption.

4. Implications

- 4.1 Please give consideration to the following and provide information here (if relevant):
- **Legal (NE)** - There are no legal implications or risks arising directly out of this report. The Key Performance Indicators (as amended) must continue to take account of both existing and new statutory duties and responsibilities that are imposed on the Council by the Government. Failure to do so will put the Council at risk of legal challenge by affected residents and/or businesses. Whilst reporting on performance is not a statutory requirement, it is considered best practice to review the Council's progress against the Corporate Plan and Service Plans on a regular basis.

- **Finance (CS)** – There are no direct financial implications arising from this report. There is a presumption that targets will be delivered within existing resources of relevant departments and that officers will regularly review the level and prioritisation of resources required to achieve the targets agreed by Cabinet at the start of the year. Adverse performance for some indicators may have financial implications for the Council. In the event that targets cannot be achieved within the agreed envelope of resources officers are expected to raise the issue through the appropriate channels as the needs arise.
- **Human Resources (RB)** –There are no direct Human Resource implications emanating from this report. The council has a People Strategy in place to support the delivery of the corporate plan and achievement of associated KPIs.
- **Equalities (GE)** Equality Impact Assessments (EIAs) are carried out on any services, projects or other schemes that have the potential to impact on communities and / or staff on the grounds of particular protected characteristics or socio-economic disadvantage. Over the course of the year, performance against some indicators might potentially have equality and social inclusion implications, if performance is not at an acceptable level. These will be highlighted as necessary in the corporate performance reporting.
- **Communications (KA)** – The annual performance report should be widely communicated internally and externally.

5. CONTACT OFFICERS AND BACKGROUND DOCUMENTS

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

Gavin Edwards

Performance & Improvement Specialist

Tel: 01303 85 3436

gavin.edwards@folkestone-hythe.gov.uk

Appendices

Appendix 1: Annual Performance Report 2020-21

Appendix 2: 2020-21 KPI Data



FOLKESTONE & HYTHE DISTRICT COUNCIL

A SNAPSHOT OF OUR YEAR: ANNUAL REPORT 2020-21



LEADER'S STATEMENT

Reflecting on the past year through this annual performance report I am so proud of the amazing amount of progress made in 2020/21 - despite the ever-present backdrop of coronavirus.

Our three community hubs are still going strong and have even achieved national recognition this year with a certification of excellence in the iESE Public Sector Transformation awards. This really is testament to the partnership working with local charities, the hard work of council staff and most importantly the fantastic passion and dedication exhibited by all those who have volunteered.

Picking out highlights from the year is always a difficult challenge. This year we've welcomed our housing service back in-house, won yet more green flag awards for our parks and started work on the Princes Parade development in Hythe that will bring forward state of the art leisure facilities for residents.

Like all authorities, the financial pressures of coronavirus have been hard to mitigate and that's why I am delighted that we once again have balanced our finances meaning that we can continue to deliver our vital frontline services.

It's particularly important for us to invest in the long-term future of the district and that's why I am delighted that we have worked to produce our new corporate plan **Creating Tomorrow Together**. Over nine years this long-term plan will



focus our efforts across four service ambitions – positive community leadership, quality homes and infrastructure, a thriving environment and a vibrant economy. Seven guiding principles will guide our actions as we work towards these ambitions. You can find out more about Creating Tomorrow Together at folkestone-hythe.gov.uk/creatingtomorrowtogether

Finally in 2021 we have been proud to provide our Folca building to be used by the NHS as a large vaccination centre. I am – as I know that many of our staff also are – so proud to be part of the community fight against this pandemic.

2020/21 has been a year of many challenges but also one of hope and we look towards the future with optimism.

Cllr David Monk – Leader of the council



YOUR CABINET MEMBERS



Cllr Jenny Hollingsbee

Deputy Leader and
Cabinet Member for
Communities



Cllr Stuart Peall

Cabinet member for
Enforcement, Regulatory
Services, Waste & Building
Control



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Cllr David Godfrey

Cabinet Member for
Housing, Transport &
Special Projects



Cllr David Monk
Leader of the
Council



Cllr Lesley Whybrow

Cabinet Member for the
Environment



Cllr John Collier

Cabinet Member for
Property Management &
Grounds Maintenance



Cllr David Wimble

Cabinet Member for the
District Economy



Cllr Tim Prater

Cabinet Member for
Revenues, Benefits,
Anti-Fraud and
Corruption



Cllr Ray Field

Cabinet Member for
Digital Transformation



YOUR DISTRICT – AN OVERVIEW

Our district is situated on Kent's south east coast and covers an area of 140 square miles. It is a place of variety and contrast with a landscape characterised by rolling chalk downland, wooded valleys, wild marshes, and a 26-mile coastline. The district has a population of approximately 113,000 of which 57.5% (32,800) of female residents and 59.1% (33,000) of males are of working age.

Our principal town, Folkestone, is home to just under half the district's population. It is also the area's commercial hub, particularly for creative and digital media - one of the UK's fastest-growing sectors. The Creative Quarter in Folkestone's Old Town is home to a thriving collection of artists' studios and creative businesses and offers artists, retailers and business people the chance to become part of this lively and ever-growing community.

As well as its strong creative focus, the district attracts a variety of innovative small and medium size businesses (SMEs) and is home to strong brand names including Saga, Eurotunnel, Holiday Extras, the Aspinall Foundation and Church & Dwight.

The historic town of Hythe is the district's second centre of population and one of two ancient Cinque Ports in the district. Its central feature is the Royal Military Canal, built for defence against invasion in the Napoleonic wars with France. To the west are the wide open spaces of Romney Marsh, home to New Romney, our second Cinque Port; Lydd, a member of the Confederation of Cinque Ports as a 'limb' of New Romney, and a

number of smaller coastal communities. Contrasting with the wild expanse of marshes are the North Downs, a ridge of chalk hills that stretch from Dover to Farnham. The Downs are home to pretty villages, including Elham, Lyminge and Postling, hidden valleys and thriving vineyards.

Although the district is rural and coastal in character, it is very well connected. The M20 offers easy access to London and other major motorway networks, London is under an hour away via High Speed 1 (HS1) from Folkestone and we have unrivalled access to mainland Europe via the Channel Tunnel.

We think our district is a great place to live, work and visit. It's where the past has made its mark and where a bright new future is unfolding. As the local authority for the district, we have a key role to play in shaping that future.





YOUR COUNCIL – AN OVERVIEW

There is a three tier local Council system in Kent made up of the county council, 12 district and borough councils, parish and neighbourhood councils, alongside Medway Council operating as a unitary. There are 13 wards in the district currently represented by 30 elected councillors.

Folkestone & Hythe District Council is responsible for the delivery of many different public services. Some of our key priorities include planning for a successful local economy with a diverse range of employment opportunities, delivering excellent value and high performance in service delivery, and working together to support the life of our communities. Services provided include managing development through making decisions on planning applications, household waste collection and recycling, street cleaning, car parks and on-street parking, environmental health, housing and homelessness, managing local parks and open spaces and supporting local culture and leisure activities and facilities.

The Council has won a number of awards during 2020/21 including:

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iESE Public Sector Transformation Awards

Awarded a 'Certificate of Excellence' for our swift set up of District Wide Community Hubs in response to the coronavirus pandemic.



Best Companies

Awarded a 2-star 'Outstanding' accreditation for employee engagement in Best Companies survey



Customer Service Excellence

Awarded a further 3 compliance pluses by independent assessment for commitment to customer service.

MORE HOMES

We said we would:

- Deliver homes that meet the needs of our changing population
- Accelerate the supply of housing
- Prevent homelessness through early intervention
- Create a new Garden Town at Otterpool Park
- Improve private sector housing conditions
- Bring empty homes back into use





MORE HOMES

- Over 200 private sector homes have been improved across the district as a result of interventions by our Private Sector Housing team. The team has also successfully prosecuted a local landlord during the year who has failed to properly maintain her properties in the district.
- Over 50 long-term empty homes have been returned to use in the district following intervention by the council.
- Our Housing Options team has worked with local partners to assist 35 people with a history of rough sleeping to access support and long-term accommodation.
- 17 homes previously sold under the Right to Buy scheme have been bought back by our Housing Strategy team so that they can be made available for rent by people on the housing waiting list. In addition, the team has also managed to complete the purchase of two further homes that will be made available for shared ownership purchase
- A new Homelessness Prevention Strategy (2020-25) has been developed and implemented by the Housing Strategy team that focuses on ending rough sleeping, providing early intervention, prevention and support as well as ensuring a good supply of affordable accommodation. The strategy aims to do this by adopting a 'housing first approach' by providing support for those who have been homeless with the aim of creating a stable home and enabling people to rebuild their lives as well as exploring the potential of forming a social enterprise scheme to providing training and employment opportunities. More broadly, the strategy outlines the council's commitment to building 1,000 new homes for rent and shared ownership between 2025 and 2035.





MORE HOMES

- This year Cabinet took a further step towards delivering a new garden town by approving the operational structure and funding of the Otterpool Park Limited Liability Partnership (LLP). The LLP, which is fully owned by the Council will take the lead on driving forward proposals for Otterpool Park and be responsible for:
 - Leading and coordinating development activity
 - Leading and coordinating the delivery of infrastructure works
 - Becoming the applicant for the existing planning application and any future submissions
 - Facilitating partnerships, to bring forward housing and employment opportunities
 - Holding and managing residential, commercial, agricultural, and/or industrial land
 - Commissioning professional services
 - Managing new community infrastructure
- The Council successfully adopted the Places and Policies Local Plan in September 2020, following several years of preparation and consultation undertaken by the Planning Policy Team as well as an independent examination by a planning Inspector. The Local Plan allocates a number of sites throughout the district for housing, employment and other types of development. It also contains general policies, designed to protect the natural and historic environment, achieve the best design and more sustainable development.
- Despite the lockdown and restrictions on meetings, the Planning Policy team successfully conducted several weeks of virtual public hearing sessions for the examination of the **Core Strategy Review** between December 2020 and January 2021. Facilities were put in place so that members of the public and interest groups could contribute remotely and put their points on the proposals to two independent planning Inspectors.
- Planning permission was granted in November 2020 for the restoration of the Leas Pavilion, including external and internal alterations, to use it for ancillary residential and flexible community uses, with a nine storey apartment block above comprising 91 flats. The pavilion has deteriorated significantly over the years, resulting in the previous owner being served with an Urgent Works Notice. This permission secures a high quality development in a prominent position on The Leas, and the restoration of a much loved building in Folkestone.
- During the year, our Private Sector Housing team oversaw the adoption of a new Private Sector Housing Policy. The policy was developed following consultation with the public over an eight-week period and sets out how the council deals with hazards in the home and how it will approach landlords who fail to comply with the law. The policy is also designed to provide a detailed guide for landlords and tenants and brings together all of the legislation and guidance that has recently been brought into force. The main points of the policy include:
 - An explanation of the new civil penalty policy for non compliance (civil penalties can be used instead of prosecution).
 - Bringing together penalty frameworks for offences relating to electrical safety and smoke and carbon dioxide alarms into one document.
 - Details of the council's approach to dealing with landlords, whereby there is a staged approach to enforcement wherever possible and only using formal action as a last resort.

OUR HOUSING SERVICE – ‘Where Tenants Are At The Heart Of Everything We Do’.

We launched our new housing service on 1st October 2020. Our vision to create:

‘A world class, digitally enabled service that is easy to do business with and where tenants are at the heart of everything we do’.

Since then our housing team have worked incredibly hard, against the backdrop of the coronavirus pandemic and all the challenges that has presented, to achieve so much together and build a service which we can all be proud of. Over the past six months the service has:

- Built stronger working relationships with colleagues and teams across the council, as well as with external partners such as the Community Navigator Service, the Peabody ‘hoarding’ service, and Rising Sun Domestic Abuse Service/MARAC.
- Improved how we listen to the tenant’s voice by conducting a tenant and leaseholder satisfaction survey (STAR) within the first couple of months of the new service with [results that have been published](#) and feedback has informed an action plan.
- Developed tenant and leaseholder engagement activities – working with the Tenant and Leaseholder Board, TPAS (tenant engagement specialists), and consulted with tenants, to create a Tenant Engagement Strategy due for launch this Spring. The team is building relationships with the Tenant and Leaseholder Board and a cohort of tenants who want to be involved at different levels. The team has also set up a regular online coffee mornings for leaseholders and supported those Independent Living Forum members who are digitally able to resume their meetings.
- Introduced a variety of tenant communications, including the establishment of a bi-annual [tenant newsletter](#), and harnessed bulk email and text messaging systems to keep tenants informed. A private Facebook group for tenants and leaseholders is under development.
- Enhanced our tenant service offering – by introducing a cleaning service to seven blocks following resident consultation. Published a tender for a review of the Independent Living service. Produced proposals for a new caretaking service, and a block and estate inspection regime.

- Improved anti-social behaviour reporting process – by addressing 12 serious and long-standing anti-social behaviour cases. A satisfaction survey for tenants to complete after an ASB case has been dealt with is being developed to continually improve the service.
- Agreed a Spring/Summer 2021 stock survey of all council-managed properties – This will help identify where any improvements are needed, including changes to help achieve the council's target to be carbon neutral by 2030.
- Achieved the highest rating for gas compliance that can be achieved - 'substantial' - following an East Kent Audit Partnership (EKAP) audit in December 2020"

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MORE JOBS

We said we would:

- Support local employers to flourish
- Identify key sites for future employment opportunities
- Encourage appropriate development and promotion of commercial premises
- Support partners to deliver dynamic and diverse high streets
- Explore opportunities to support the nuclear industry
- Enable appropriate infrastructure to enhance connectivity





MORE JOBS

- The Economic Development team have risen to the challenge of administering the coronavirus Local Authority discretionary business grants on behalf of central government through the coronavirus pandemic. Some £1,285,000 of Discretionary Business Grant funding was distributed to 161 businesses over the summer 2020 and since the national lockdown of November 2020, Additional Restrictions Grants have been awarded to 304 businesses with 98% of the £3.9 million funding now allocated.
- In the summer of 2020, we were successfully awarded a combined total of £5.5 million to provide a boost to the Romney Marsh economy. Funding was secured from the East Kent Spatial Development Company and Magnox to deliver a new £2 million business centre on five hectares of council owned land at the Mountfield Road industrial estate in New Romney through a Joint Venture between EKSDC and the council. This will provide co-working space designed to attract new companies to the area. Construction of this Romney Marsh Business Hub is well underway and will be completed by the end of 2021. In addition to this, a further £3.5 million was awarded from the Government's 'Getting Building Fund' to support phase 2 of the development of the Mountfield Road industrial estate which will bring forward the remaining 5 acres of the council-owned land for employment purposes. This funding will deliver the necessary infrastructure to bring forward employment plots for new business which in turn will create 700 new jobs for the area. Work on phase 2 is due to be complete by March 2022.





MORE JOBS

- The Economic Development team have also been instrumental in securing funding from Magnox and Kent County Council (KCC) to jointly fund with the council a new 3 year coordinator's post to support the work of the Romney Marsh Partnership. While this is not a new role, the increased funding allows for the appointment of a more senior officer, who will develop new projects and secure external funding to help further diversify the Romney Marsh economy from its reliance on the nuclear sector and to take forward new economic growth opportunities
- During the year, the refurbishment of 19 Bouverie Place commenced as part of the regeneration of the High Street. The Folkestone Community Works programme managed by the ED team is enabling this long empty property to be brought into use. East Kent Spatial Development Company have used their grant to refurbish the disused four storey block into modern office space and meeting rooms that can flexibly cater for small and medium-sized businesses – as well as co-working and hot desking space for entrepreneurs and start-ups. Once fully occupied the building will support in the region of 24 enterprises employing potentially 60 people. The offices range from 20-43sqm and are being offered on a fully-serviced basis with easy-in, easy-out terms.

Folkestone Community Works – Supporting Local Business

The Little Greek Bus

The Little Greek Bus was dreamt up by Hannah O'Toole when well-known double-decker sister, The Big Greek Bus situated on the Folkestone Harbour Arm had to keep declining invites to cater for events and food festivals. Hannah contacted the Council for support, and combining her marketing and events industry experience in the process.

The venture got off the ground thanks to a £8,200 grant from Folkestone Community Works to acquire a suitable vehicle to house an operational kitchen. While 2020 has curtailed the prospect of The Little Greek Bus clocking up some serious miles, Hannah has been trialling the business at the Folkestone Harbour Screen and as a click-and-collect service.

Folkelore

A cocktail bar called Folkelore opened its doors in The Old High Street late 2020 thanks to the support of Folkestone Community Works. A grant of £3,650 match-funded by Mr Boyd has been used to purchase equipment including a coffee machine and bar stations.

Mr Boyd, who has been in the cocktail industry for the best part of two decades, is also hoping to be able to offer six-month apprenticeships to local young people in the future. The business has had to adapt during the coronavirus pandemic by launching a takeaway and delivery service until customers can be welcomed properly through the door.

When restrictions ease, the focus will be on creating a "welcoming hub" for people to chat with friends, grab a quick coffee or sit down and work on the laptop during the day. Meanwhile the evenings will orientate around hosting events such as open mic nights, community groups, and workshops.

APPEARANCE MATTERS

We said we would:

- Keep the district clean and tackle environmental issues
- Maintain and improve natural and historic assets
- Maintain a high quality environment through active enforcement
- Work with partners to boost the appearance of the district
- Prepare a new recycling, waste and street cleansing contract for the district
- Provide clean and well maintained public spaces
- Protect and manage the coastal sites in an environmentally sustainable way





APPEARANCE MATTERS

- The Royal Military Canal in Hythe and Folkestone's Lower Leas Coastal Park and Radnor Park all maintained by our excellent Grounds Maintenance team have successfully retained their internationally recognised Green Flag status this year. The award is given to green spaces which boast the highest possible environmental standards, are beautifully maintained and have excellent visitor facilities.
- The council has successfully renovated and replaced beach huts on the promenade below the Lower Leas Coast Park. 35 of the existing beach huts have been given a facelift, whilst 44 classed as in poor condition have now been removed and 80 new wooden chalets successfully installed. The Council partnered with Creative Folkestone that saw celebrated artist Rana Begum commission a striking design scheme for the new chalets using 118 different paint colours. The project was successfully overseen by the council's Engineering & Buildings team in preparation for the huts to become an exhibit as part of the Folkestone Triennial being hosted between July-November 2021.
- As part of the council's commitment to reducing its carbon emissions by 2030, the Climate and Ecological Emergency Working Group worked with experts to develop a 'Carbon Action Plan' that was unanimously adopted by Cabinet in February 2021. The plan focuses on six key areas - energy; behaviour change; transport; water; contracts and biodiversity/green space.





APPEARANCE MATTERS

- £25,000 has been invested in improving Radnor Park in Folkestone, Improvements include the installation of football goalposts, a marked-out 400m running track, two picnic tables by the boating pond, community notice boards and an extra bin. The paths in part of the park have also been resurfaced, while the council's grounds maintenance team have planted an extra 20 trees in Radnor Park as part of the authority's climate change commitments.
- In November 2020, the council successfully secured funding of £2million from the Environment Agency to ensure continuing beach management works between Hythe and Folkestone for the next five years. The funding will ensure the recycling and regrading of shingle beaches between Fisherman's Beach and Folkestone Harbour that will protect up to 3,000 homes along the 7km stretch of coastline from flooding.
- A new joint waste and street cleansing contract between Folkestone & Hythe and Dover was successfully negotiated and re-awarded to current operator Veolia following the conclusion of the tendering process. The new contract that commenced in January 2021 will introduce a number of new initiatives to help both district councils achieve their objectives of being carbon net zero by 2030, including a new green fleet of vehicles and electric sweepers, and redesigned collection routes to minimise travel times and the environmental impact of the service.
- The Area Officer team over the past year have carried out over 6,000 SOD its (See it, Own It, Do it) interventions that have to ensure the district has remained a clean and attractive place for local residents and visitors. In addition, the team immediately provided support to the community hubs in response to first coronavirus lockdown by helping to organise and distribute food and medicine to the most vulnerable communities across the district.
- In the wake of community litter picking events being directly impacted by the pandemic, the Area Officers have overseen the distribution of over 100 sets of litter picking equipment to local volunteers to enable them to spend their exercise time helping to keep the district clean.
- The Environmental Protection Team have worked hard throughout the past year to maintain a visible presence around the District to keep the residents and staff protected from Coronavirus by ensuring that anyone breaching the rules was approached using the "4 Es" – Engage, Educate, Encourage to stop and Enforce". The team have helped:
 - Manage large numbers of visitors who came to enjoy the weather and the district's beaches.
 - Deal with incidents of illegal gatherings, notably on Greatstone beach by issuing Community Protection Warning Notices (CPWs) and working with the police to ensure the party was stopped.
 - Checking that local businesses across the district were coronavirus compliant and only open when allowed to do so
 - Visiting supermarkets across the district to help with coronavirus compliance of mask wearing.
 - Support the work of Community Hubs
- In addition to supporting coronavirus rules, Environmental Enforcement Officers have continued to undertake targeted patrols in hotspot areas and look at intelligence led information to tackle environmental offences that have taken place across the district and as result have issued a total of 344 fixed penalty notices for offences including, fly tipping, dropping litter/cigarette butts, letting dogs off leads in designated areas, dog fouling and smoking in unauthorised vehicles.

HEALTH MATTERS

We said we would:

- Promote healthy lifestyles within our communities
- Reduce the impact of anti-social behaviour
- Support the South Kent Coast Health & Wellbeing Board and Local Children's Partnership Group
- Ensure access to high quality open space
- Provide a new district leisure facility
- Ensure the best use of our community assets to support community and voluntary sector organisations
- Help reduce health inequalities through our services and partnership working





HEALTH MATTERS

- Following the swift establishment and funding of three community hubs across the district with local partners in response to the Coronavirus pandemic at the end of March 2020, the hub model has continued to provide a range of essential services needed to ensure the health and wellbeing of residents, particularly those most vulnerable. In July 2020, the council committed to an additional £35,000 of funding to support the hub model in 2020/21. Over the past year, the three hubs based at (a) Folkestone (3 Hills Sports Centre); (b) Hythe (Age UK); and in (c) Romney Marsh (Day Centre) with the support of over 600 volunteers have:
 - Responded to over 65,000 calls from residents,
 - Undertaken over 25,000 GP welfare calls,
 - Delivered over 51,000 hot meals,
 - Delivered 6,300 prescription requests
 - Actioned over 9,200 shopping requests.

The community hubs have developed a depth of community spirit and cohesion across the district during the past year as well as highlighted the strength of partnership and collaboration between the council and volunteer/charitable organisations to deliver for local communities. The collaborative effort of the hubs has been positively recognised as an initiative of national importance with the Council receiving an iESE certificate of excellence in March 2021.

- A total of seven closure orders were obtained by our Community Safety Unit on properties within the district that were deemed to be a nuisance to members of the public or had the potential for disorder.





HEALTH MATTERS

- The Council made available the Civic Centre to support the NHS rollout out of the coronavirus vaccination and has worked closely with the Kent Community Health NHS Foundation Trust to successfully establish the FOLCA building (Former Debenhams store) within Folkestone Town Centre as one of the first large-scale coronavirus vaccination centres in Kent that has ensured thousands of people per week are vaccinated.
- A new Play Area Strategy has been adopted during the year setting out how the district's play areas will be managed, maintained and enhanced over the next 10 years. As part of the strategy, investment will be prioritised in nine play areas which are nearest to the district's largest numbers of children and young people. In addition the Council will work in partnership with town and parish councils, community groups and housing trusts to establish a network of strategically important play areas ensuring that the majority of the district's residents live within a 15-minute walk of them.
- The Community Safety Partnership (CSP) was awarded over £31,000 of funding towards local projects and services to help tackle anti-social behaviour and crime and address issues such as Domestic Abuse and exploitation. A total of 13 projects were funded between April 2020 – March 2021 with the continuation of services including, the One Stop Shop, Aspire homelessness outreach and Urban Pastors. The CSP were also successful in obtaining further funding for Rapid Deployment CCTV, Knife Wands, Emergency Trauma Packs and Knife Bins which are to be installed in the district in May 2021 and will support with us to take forward more work within the district on violence reduction.
- A total of 154 individual ward grants totalling over £89,000 were awarded during the year to benefit local charities and community groups across the district including the Academy FM, East Cliff Community Organisation, Leas Lift, Hythe Environmental Group and Romney Marsh Day Centre.
- The Council agreed to fund a new scholarship that is open to prospective students from the Folkestone & Hythe district who have a confirmed place at Kent and Medway Medical School (KMMS). The scholarship will cover living costs of £5,000 per year for a student from the district for the full five years of the Bachelor of Surgery, Bachelor of Medicine course at KMMS. This will enable future residents to become doctors and so provide vital support to the health sector for years to come.
- The Council appointed BAM Construction to deliver a new leisure centre, promenade and infrastructure works to facilitate this, as well as new homes, at Princes Parade in Hythe. In March 2021, exploratory site investigations began to prepare the area for leisure facilities and accessible open spaces with construction due to begin in the first quarter of 2022.
- The Council has a statutory safeguarding duty to protect children, young people and vulnerable adults. During 2020/21 many vulnerable adults in particular were supported with problems such as suicidal thoughts, abuse and neglect impacting negatively on their mental and physical health and wellbeing. Our trained designated officers for safeguarding dealt with almost 60 cases with some requiring specialist social services or police intervention.
- During the winter of 2020, we received funding to help support vulnerable people to stay warm and fed during the cold periods and during the height of the coronavirus pandemic. A host of agencies including Food banks, Community Hubs and Early Help teams helped in distributing food, heaters, warm clothing and other help. This support has kept people safe and well through very difficult times for them. In total the scheme up to the end of March 2021 has supported: 1,314: Vulnerable families with children and 1,002: Vulnerable families without children.

ACHIEVING STABILITY

We said we would:

- 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





ACHIEVING STABILITY

- Over £36 million in business grants was administered to 2,171 local businesses across the district since March 2020 at speed which has no doubt helped some of them survive the pandemic.
- The council was the first local authority in Kent to successfully have its 2019/20 Statement of Accounts signed off by external audit after a difficult and extended audit period.
- Despite the financial challenges presented by the coronavirus Pandemic, the Council approved a balanced budget for the 2021/22 year whilst supporting the most vulnerable during the pandemic and protecting frontline services.

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Following the transition of the Housing Service back to the council from East Kent Housing in October 2020, the management of Housing Rents has been successfully integrated into the Corporate Debt team with minimal disruption to service and despite most recovery action being on hold due to the coronavirus pandemic, we have managed to reduce housing rent arrears by 25% that equates to approximately £100k since the service transition took place.

- The council's insurance contract was successfully retendered for the next 5 years achieving a saving on the existing premium of £350,000 thanks to effective risk management undertaken.
- Excellent treasury management for the council has been maintained throughout the year by our finance team resulting in an average return of around 2% interest this year when interest rates have been at an all time low, with the Bank of England base rate at just 0.1%.
- The council has worked closely with its corporate property tenants to encourage continued rent payments with few disruptions and limited arrears leading to maintenance of the Council's corporate property income. Furthermore the council has secured further income in excess of budget from miscellaneous transactions throughout the year.

- Over £121,000 has been generated by the Organisational Development team through apprenticeship and commercial work undertaken with neighbouring East Kent Authorities (Canterbury, Dover and Thanet)
- £250,000 of funding has been allocated, to undertake development and feasibility works for the proposed establishment of a new customer access point in Folkestone town centre and the relocation of the Civic Centre. The long-term proposal to move out of the Civic Centre is part of the council's drive to reduce its carbon footprint and has been accelerated by the successful way in which staff have delivered services whilst working from home during the coronavirus pandemic.

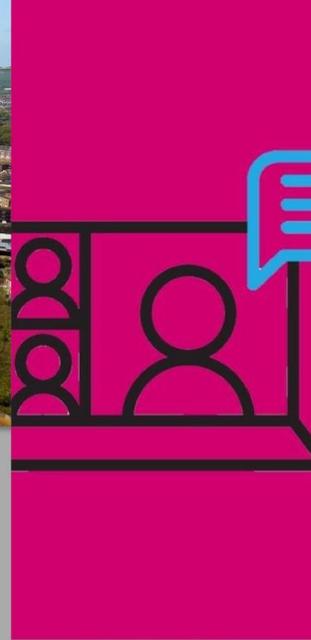
DELIVERING EXCELLENCE

We said we would:

- Focus on the customer in delivering excellence
- Create a 'digital by default' approach to services
- Keep all councillors, staff and customers informed
- Retain and recruit staff to deliver new ways of working and the challenges ahead
- Motivate and enable staff to maintain and enhance performance
- Sustain and develop a flexible and responsive workforce
- Recognise and reward the value of staff

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It's so good to see you



CUSTOMER SERVICE EXCELLENCE



How can I report a fly-tipping incident out-of-hours?

MyReports MyAccount

folkestone-hythe.gov.uk/myaccountinfo



WE'RE WITH YOU!

#SUPPORTLOCAL



Find out which local businesses are offering a food & drink delivery service near you.
#PurplePages

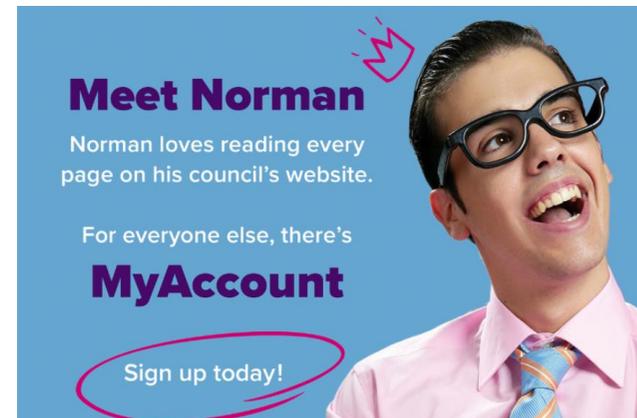
folkestone-hythe.gov.uk/supportlocal/purplepag



DELIVERING EXCELLENCE

- Following the completion of a virtual surveillance visit, the Council retained its Customer Service Accreditation with 12 compliance plusses and was awarded a further 3 for the following:
 - Work undertaken by the Welfare Team to make sure the Council fully understands the needs and expectations of all customers during the Covid crisis.
 - Adaptation of policies and procedures (and the development of new ones where needed) to make sure customer needs are properly identified and met where possible.
 - The efforts made to make sure that all customers know how to access services during lockdown and throughout the ongoing challenges of Covid
- In March 2021 we undertook the full Best Companies survey with 75% of staff taking part and have been formally accredited as a 2 star '**outstanding**' organisation to work for.
- The Council launched its 'My Account' service that lets users see council information relevant to them all in one place 24/7 including bin collections, benefits and council tax - as well as making payments and tracking the progress of reports made to officers. In space of seven months from its launch in August 2020, the service has been positively received with a total of 11,500 people having signed up.
- Our web chat service continues to be a popular service as ever with customers, achieving a fantastic 93.26% for customer satisfaction this year.

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DELIVERING EXCELLENCE

- The 2020/21 results for the Council's gender pay gap shows the average gap between male and female employees has continued to fall. We achieved a mean average difference of 0.06%, which equates to a difference of just 1p an hour. Meanwhile the median calculations conclude that women earned, on average, nearly 9% more than men. The difference between the two sets of data is caused by the make-up of council staff, the fact it employs more women than men, and the distribution of males and females across the pay spectrum.
- In February 2020, the Revenues and Benefits team recruited a new dedicated training officer recognising the need to continually invest in officers' training and development not only within the Revenues and Benefits team but also across wider services including customer services, corporate debt and the new housing service. Training to become a Revenue and Benefits Officer takes 3-6 months minimum when in an office environment surrounded by colleagues who can support immediately. Two new officers with no prior experience joined the team in April 2020 at the beginning of the first lockdown and were successfully trained through a majority of virtual sessions hosted over Zoom and Skype as well as some social distanced sessions held within the Civic Centre in the summer once the lockdown restrictions eased. The two new members of the team are now integrated into the wider team following their initial training.
- In April 2020, the council established a new Welfare Team that been instrumental in awarding hardship payments for people struggling to pay their council tax. The team of four, in addition to helping people with their financial position, they have signposted customers to numerous external organisations so they can get help and support for their mental health, financial stability and general wellbeing. The team are now a firm fixture at the quarterly Volunteer Sector Group they have gone from strength to strength and been recognised out in the community for the work they are doing.
- The Committee Services team successfully established and undertook training with members on the Zoom meeting platform to ensure all committee meetings could resume virtually in the wake of the coronavirus pandemic and allow councillors to continue representing their electorate and make important decisions in public.
- As result of council meetings moving to virtual hosting due to Coronavirus restrictions a new Leader's Q&A session was introduced in June 2020. The initial meeting was broadcast live on the council's dedicated YouTube channel. Public meetings have continued to take place on a bi-monthly basis throughout the year enabling both the members of the public and councillors to quiz the Leader on matters that may be of concern within an open forum.
- The communications team have worked hard throughout the year to help residents and businesses by amplifying national safety messaging and promoting local support:
 - Work was undertaken to refresh safety signage throughout the district and a video was created with local businesses to encourage safe shopping; the video on re-opening high streets safely was promoted through both the council's corporate and Folkestone & Hythe place brand channels and received over 27,000 views.
 - In addition to amplifying regional and national mental health support through the Council's own media channels we also produced an article through the Folkestone & Hythe Place brand about tips for a healthy mind and body during lockdown and did an A-Z of the district on Instagram to highlight the great things that we have access to in the district.
 - Finally we also realised early on in lockdown that local residents were unsure which food businesses were open, so we set up Purple Pages. This is a free list on our website of local traders that were still doing takeaway or collection so residents can still support local businesses.
- Three members of our staff were recognised for their life-saving skills, having helped members of the public who got into difficulty swimming from beaches in Hythe and Folkestone by bringing them safely back to shore.
- The Council leased 120 beach huts in preparation for the summer, dealing with tenant enquiries and final completions on 23 leases, with over 50% of the leases having been completed so far and keys to the chalets released.



DELIVERING EXCELLENCE

- Over the past year, the OD team have been incredibly flexible in relation to the delivery of qualifications. In early 2020, the team moved to providing training online, shifting platforms of our established qualifications and receiving great feedback from participants. Indeed, the quality of our courses continues to improve despite them being remote: 100% of those completing F&HDC-led apprenticeships over the past year have gained distinctions.
- The Organisational Development Team has delivered a successful apprenticeship programme for FHDC staff and those of other local councils and businesses. The team specialises in delivering management qualifications as well as business administration and has been rated as 'Excellent' by our customers.

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Throughout the pandemic our Organisational Development Team (OD) have doubled efforts to keep staff engaged while working from home and also support them throughout the year by:

- Carrying out multiple surveys and wellbeing calls
- Training a pool of mental health first aiders
- Promoting HR Drop-in sessions
- Delivering personal resilience sessions
- Working with the Corporate Leadership Team and managers on how we can manage well in a pandemic and support our staff.
- Facilitating online social events
- Sending regular (daily at first and now weekly) email updates to keep everyone informed of news and developments.
- Celebrating the great work of teams and signposting staff to support and resources.
- Facilitating bi-monthly online staff briefings and created regular video updates from all directors.
- Starting a regular podcast recording informal chats with various members of staff to promote a sense of connection and community.

What people have said about the ILM Apprenticeship Programme:

"I would not have achieved this result without the support from you and the rest of the OD team throughout the ILM course though, particularly in the lead up to the final assessment, so thank you very much". -Learner from Folkestone & Hythe District Council

"I am thrilled to have had the opportunity to undertake the ILM qualification. The skills I developed have enabled me to become a better manager and to understand my team and how to motivate individuals. There is so much more I could say but the main thing is that this qualification has added value to my professional career and I am ready to take the next step up. The support received was second to none - if you have the opportunity to do this course, take it!" - Learner, Canterbury City Council

"I just wanted to share with you my good news and say thank you again for your excellent teaching. I applied for a senior job in Housing and I was successful....I learnt so much from the course and I was able to demonstrate that in my interview. The ILM course was fantastic and I really appreciate what you have done for me through your excellent teachings and guidance". - Learner, Dover District Council

"A's submission, like all your candidate's this year, their portfolios are of a high standard and contained quality information and evidence. Additionally, I want to reinforce what you and the rest of your colleagues in the learning and development team within Folkestone and Hythe District Council have done in supporting A in providing him with new knowledge, insights, skills, and motivating him to complete his studies." - End-point Assessor, DSW (Apprenticeships)

CORPORATE PLAN 2021-30 – ‘CREATING TOMORROW TOGETHER’

In February 2020, we published our new Corporate Plan ‘**Creating Tomorrow Together**’, a 34-page document setting out our over-arching principles and service ambitions up until 2030 following approval by councillors.

The plan identifies the main priorities and themes of the council, including the key role we will play in leading the district's recovery from the coronavirus pandemic over the next three years.

The name of our corporate plan was inspired by the excellent relationships and networks which the council already has - and will continue to build on for the benefit of residents. It also alludes to the recovery work already being undertaken.

The plan was subject to public consultation in late 2020 and incorporates the key points raised during the consultation period to ensure it reflects the needs and ambitions of our residents, businesses and key stakeholders across the district.

The plan is focused on four service ambitions which are priority areas of action that relate to the key services that the council plans, delivers and commissions and six guiding principles that guide everything that we do (see summary image).

The adopted service priority actions as part of the plan will be further developed into an action plan, with progress against the plan itself monitored annually, and the plan will be comprehensively reviewed in 2024 to ensure it remains appropriate for the district.

A copy of our new corporate plan can be found here: [Creating Tomorrow Together – Corporate Plan 2021-30](#)



Creating Tomorrow Together: Corporate Plan 2021-30

Service ambition 1: Positive community leadership	Service ambition 2: A thriving environment	Service ambition 3: A vibrant economy	Service ambition 4: Quality homes and infrastructure
<p>Priorities in the next three years</p> <ul style="list-style-type: none"> Improve physical and mental health & wellbeing Safer communities Supporting & empowering our communities 	<p>Priorities in the next three years</p> <ul style="list-style-type: none"> Ensure an excellent environment for everyone Grow the circular economy & reduce waste Increase our resilience to climate change 	<p>Priorities in the next three years</p> <ul style="list-style-type: none"> Reinvigorate the high streets Support a vibrant & diverse business community Help people access jobs & opportunity Grow the skills we need for the future 	<p>Priorities in the next three years</p> <ul style="list-style-type: none"> Improve outcomes & support for homeless people Deliver sustainable, affordable housing Deliver a safe, accountable housing service Digital inclusion & connectivity Deliver a sustainable new development at Otterpool Park

In everything we do we will follow these guiding principles:

- Sustainable recovery**
We will do all we can to ensure a strong recovery for the district from the effects of COVID.
- Locally distinctive**
We will protect the special distinctive and diverse nature of our district - working with our key partners to enhance it.
- Greener Folkestone & Hythe**
We will encourage and create a more sustainable district consuming fewer natural resources.
- Transparent, stable, accountable and accessible**
We will be financially sustainable and communicate effectively with our communities in an accessible way.
- Working effectively with partners**
We will engage with partners to understand the vital role they play and work collaboratively with them to ensure the best outcomes for our residents.
- Continuous improvement**
We will embed a culture of continuous improvement, seeking feedback and being innovative and creative to find new ways to deliver services.



Online anytime at www.folkestone-hythe.gov.uk

Register for 'My Account' – The easy way to access Council information

- Pay your council tax and view your previous council tax bills
- Find your bin collection day
- See planning applications within 500m radius of your registered property
- Report missed bins and dog fouling
- View a history of your council tax reductions and housing benefits
- View details of your local councillors.... and more!

To register and to find out more information about 'My Account' please visit:

www.folkestone-hythe.gov.uk/myaccountinfo

It's clear, simple and fast and is also available on your tablet or mobile.

Website: folkestone-hythe.gov.uk

Facebook: FolkestoneandHytheDC

Twitter: @fstonehythedc

Instagram: @folkestonehythedc

Appendix 2 - KPI Data 2020-21

More Homes- Provide and enable the right amount, type and range of housing

Description	Q1 Actual 2020-21	Q2 Actual 2020-21	Q3 Actual 2020-21	Q4 Actual 2020-21	Target	2019/20 Comparison	2020-21 Summary	Target Met
Number of new homes built within the District	-	-	-	-	738 (Annual)	528*	476*	✗
	*The Housing Information Audit for 2021 is yet to be undertaken so an estimated figure has been taken for the number of new homes built in the district from the housing supply work carried out for the Core Strategy Review Examination.							
Council new builds and acquisitions started on site	3	3	5	8	20 (Annual)	35 (Total)	19 (Total)	✗
	Coronavirus has slowed down the overall delivery times for new builds starts and acquisitions completed during the year. A total of 19 properties have been delivered in 2020-21: 17 from the re-acquisition of properties previously sold under the right to buy in the district in Folkestone, Cheriton, New Romney and Lydd. A further 2 properties were acquired for shared ownership sale in Hawkinge. Works are also due to start on the High View School site in Folkestone, later this year. It is anticipated that this site will deliver 30 Council homes for rent and shared ownership purchase.							
Additional affordable homes delivered in the District by the Council and its partner agencies	3	4	5	10	80 (Annual)	76 (Total)	22 (Total)	✗
	The progress of affordable housing development sites in the district has been significantly slowed by the Coronavirus Pandemic during the year. Our housing association partners have advised that a number of sites originally anticipated to complete before the 31/3/21, are now scheduled to complete in the early part of 2021/22. There are approximately 90 additional affordable homes for rent and shared ownership purchase currently under construction on sites in Shorncliffe, Sellindge, New Romney and Cheriton. The sites will deliver homes for rent and shared ownership purchase.							
Affordable homes provided in the District for low cost home ownership	0	0	0	4	32 (Annual)	32 (Total)	4 (Total)	✗
	See commentary above.							
Long-term empty homes brought back into use	29	13	3	33	70 (Annual)	44 (Total)	78 (Total)	✓
Private sector homes improved as a result of intervention by the Council and its partner agencies	33	66	76	66	175 (Annual)	257 (Total)	241 (Total)	✓
% of major planning applications to be determined within statutory period	75%	86%	100%	100%	60% (Quarterly)	85.7% (Average)	90.2% (Average)	✓
% of minor planning applications to be determined within statutory period	78%	76%	94.3%	89.1%	70% (Quarterly)	67% (Average)	84.3% (Average)	✓
% of other planning applications to be determined within statutory period	93%	89%	96.6%	98.5%	85% (Quarterly)	65.3% (Average)	94.2% (Average)	✓

Appendix 2 - KPI Data 2020-21

Description	Q1 Actual 2020-21	Q2 Actual 2020-21	Q3 Actual 2020-21	Q4 Actual 2020-21	Target	2019/20 Comparison	2020-21 Summary	Target Met
Number of homelessness approaches <i>(includes Triage, Prevention, Relief & Decision cases)</i>	317	348	320	417	No Target	1,479 <i>(Total)</i>	1,402 <i>(Total)</i>	-
	<i>The number of homelessness approaches increased in quarter 4. The Housing Options team continues to work to prevent homeless wherever possible. We are also working with private sector landlords to maximise the supply of good quality long-terms homes to enable us to respond to any further increases and minimise the time that households spend in all forms of temporary accommodation.</i>							
Number of homelessness approaches closed as 'homelessness prevented'	14	10	11	14	No Target	-	49 <i>(Total)</i>	-
Number of homelessness approaches closed as 'homelessness relieved'	41	40	42	34	No Target	-	157 <i>(Total)</i>	-
Number of main duty decisions issued in the quarter where housing duty was accepted	2	0	0	2	No Target	-	4 <i>(Total)</i>	-
Average number of households in temporary accommodation	44	44	43	30	35 <i>(Quarterly)</i>	26 <i>(Average)</i>	40 <i>(Average)</i>	✗
	<i>During the course of the Coronavirus Pandemic, the number of households (particularly single person households) placed in temporary accommodation increased significantly. Securing move on accommodation for these households has proved challenging, as less suitable private rented units are being made available in the market at present. The Housing Options team continues to work with private sector landlords across the district, to maximise the supply of good quality private rented homes available for use. The number of households in temporary accommodation has consequently reduced considerably during quarter 4.</i>							
Average number of households in Bed and Breakfast accommodation	16	12	7	9	0 <i>(Quarterly)</i>	2 <i>(Average)</i>	11 <i>(Average)</i>	✗
	<i>The number of households in bed and breakfast accommodation has increased slightly and continues to remain under target during the year due to the coronavirus pandemic. It has been necessary to use this type of accommodation due to a decrease in suitably available temporary accommodation. Bed & breakfast accommodation is continuing to be used for homeless single persons and couples. Families are continuing to be placed in self-contained accommodation, unless it is an emergency and no self-contained is available. The Housing Options team are actively working to move all clients into more suitable accommodation as soon as possible.</i>							
Number of private rental properties provided through the Social Lettings Agency and Property Solutions	14	19	13	17	15 <i>(Quarterly)</i>	73 <i>(Total)</i>	63 <i>(Total)</i>	✓
Number of households registered on the Folkestone and Hythe Housing Waiting List	1,250 <i>(as at end of June 2020)</i>	1,169 <i>(as at end of Sept 2020)</i>	1,256 <i>(as at end of December 2020)</i>	1,309 <i>(as at end of March 2021)</i>	No Target	1,322 <i>(as at the end of March 2020)</i>	1,309 <i>(as at end of March 2021)</i>	-

Appendix 2 - KPI Data 2020-21

More Jobs - Work with businesses to provide jobs in a vibrant local economy

Description	Q1 Actual 2020-21	Q2 Actual 2020-21	Q3 Actual 2020-21	Q4 Actual 2020-21	Target	2019/20 Comparison	2020-21 Summary	Target Met
Number of employment sites or schemes where new employment space has been delivered	0	0	0	0	2 (Annual)	0 (Total)	0 (Total)	✘
	<p><i>During Quarters 1-4 work has continued to be progressed by the Economic Development team this year to prepare for the following schemes, although the coronavirus pandemic has had some impact:</i></p> <ul style="list-style-type: none"> <i>Mountfield Road – Work started on site in December 2020 and the building of the Romney Marsh Business Hub is well underway and due to be completed 26 Oct 2021. Getting Building Funding has been confirmed for phase 2 of the site and contractors are now in place to deliver the infrastructure by end March 2022 to bring forward the remaining five hectares of employment land. Work is also underway to establish the strategy for bringing forward and developing out Stage 2 and will be coming for approval to Cabinet in due course.</i> <i>16 Bouverie Place – The refurbishment of the property is underway and due to be completed in April 2021. The marketing of the property is underway with a good level of interest from prospective tenants. At this stage and that some occupiers will move into the property by June 2021.</i> <i>Biggins Wood – Discussions continue between the Council and contractor regarding a Joint Venture for the scheme, but this has been delayed due to uncertainty over the Homes England grant required for site remediation.</i> 							
External funding sources applied for to deliver better infrastructure or business accommodation within the district	0	1	0	1	3 (Annual)	3 (Total)	2 (Total)	✘
	<p><i>One successful application for external funding sources was made during Quarter 4 which was to the Magnox socio-economic fund for 50% of the funding towards three years funding for the RMP Coordinator's post from 1 April 2021. Funding from FHDC and KCC was also secured for the other 50% during Quarter 4.</i></p>							
Number of key employers met and supported as part of the business engagement programme	1	2	1	4	12 (Annual)	17 (Total)	8 (Total)	✘
	<p><i>The business engagement programme in its usual form was put on hold during 2020/21, but some virtual telecalls have been conducted with businesses in the programme, including BigJig Toys, Plamil Foods, GoPak and NIC Instruments.</i></p> <p><i>The focus of engagement with businesses over the last year has been with a much wider set of businesses to inform them of the support and grants available during the COVID national lockdown and Tier 3 and Tier 4 restriction periods. The Economic Development team has administered the government's COVID business grants during 2020/21. It ran the Folkestone & Hythe Discretionary Business Grant scheme during Q1 and Q2 of 2020/21, allocating £1.2 million government funding to 161 businesses and from November 2021 it ran the Additional Restrictions Grant scheme. The Council was allocated £3.2 million for its ARG scheme and by the end of Q4 had distributed 99.9% of this funding in business grants.</i></p>							

Appendix 2 - KPI Data 2020-21

Description	Q1 Actual 2020/21	Q2 Actual 2020/21	Q3 Actual 2020/21	Q4 Actual 2020/21	Target	2019/20 Comparison	2020-21 Summary	Target Met
Allocation of Folkestone & Hythe High Streets Fund funding	-	£57,340	No funds allocated	£25,234	£ 250,000 (Annual)	-	£82,574 (Total)	✘
	<p><i>During the lockdown period the High Streets Fund remained open to applications but all decisions on grants were put on hold at this time, so no grants were issued during Quarter 3. This continued throughout Quarter 4, however 4 urgent applications were reviewed and a total of £25,234 was awarded. There is a healthy pipeline of applications that will be reviewed during Quarter 1 2021/22.</i></p>							
Number of Folkestone Town Centre initiatives led by F&HDC	0	2	1	0	4 (Quarterly)	-	3 (Total)	✘
	<p><i>During Quarter 4 progress continued with the delivery of a number of Folkestone town centre initiatives including heritage lighting, signage. The Vegan Veganism market launched during Quarter 3 was on hold during continued pandemic restrictions but approval to extend the pilot phase until the end of the Summer months has been confirmed.</i></p> <p><i>During this quarter the Folca building has been used as a vaccination centre and discussions have continued around the future uses of the building, including the potential to incorporate a new FHDC Customer Access Point and Youth Hub, as well as for health uses.</i></p> <p><i>The Economic Development team has also continued to project manage and work closely with Planning colleagues on the work underway by consultants to develop a Place Plan for Folkestone town centre which is due to conclude in July '21.</i></p>							
Value of Grant Funding Agreements agreed under the Folkestone Community Works SME Business Grant Scheme funding programme	No GFAs agreed in Q1	No GFAs agreed in Q2	£19,431	£26,077	£70,000 (Annual)	£145,888 (Total)	£45,508 (Total)	✘
	<p><i>The number of application was less than forecasted as the opening of the call was delayed to August due to the COVID pandemic. During the remainder of the year, nine application have been approved for funding with a total grant value £89,472. By the end of quarter four, grant funding agreements had been sealed to a value of £45,508, with the reminder expected to be completed next year as business confidence increases as the economy reopens.</i></p>							

Appendix 2 - KPI Data 2020-21

Appearance Matters - Provide an attractive and clean environment

Description	Q1 Actual 2020-21	Q2 Actual 2020-21	Q3 Actual 2020-21	Q4 Actual 2020-21	Target	2019/20 Comparison	2020-21 Summary	Target Met
Retain Green Flag awards for the Coastal Park, Royal Military Canal and Radnor Park sites	-	-	-	-	3 (Annual)	-	3 (Total)	✓
Community environmental events (e.g. litter picks) held	2	15	11	4	15 (Quarterly)	81 (Total)	32 (Total)	✗
	<i>The number of community environmental events held did not meet target during the year due coronavirus pandemic. A number of planned events had to be cancelled in Quarters 1 and 4 due to lockdown restrictions.</i>							
Community environmental volunteer hours committed	286	404	172	140	600 hours (Quarterly)	2,820 (Total)	1,002 (Total)	✗
	<i>See commentary above</i>							
Corporate social responsibility environmental events held	0	5	1	0	5 (Quarterly)	15 (Total)	6 (Total)	✗
	<i>The number of community social responsibility events did not hit target during year due to a series of planned corporate social responsibility events being cancelled in Quarters 1 and 4 due to coronavirus lockdowns.</i>							
Corporate social responsibility hours committed	0	355	72	0	240 hours (Quarterly)	973 (Total)	427 (Total)	✗
	<i>See commentary above</i>							
Number of recorded See It, Own It, Do it, interventions completed	263	1,918	1,995	2,309	1200 (Quarterly)	10,336 (Total)	6,485 (Total)	✓
Average time for graffiti to be removed from the time of being reported (Local Area Officers)	48 hours	48 hours	48 hours	12 hours	48 hours (Quarterly)	30 hours (Average)	39 hours (Average)	✓
Number of enforcement notices served (e.g. Abatement Notices, Community Protection Notices)	13	12	19	7	100 (Annual)	136 (Total)	51 (Total)	✗
	<i>The number enforcement notices served is lower than the previous year due to a change in the law in March 2020 that has not allowed Environmental Enforcement Officers to use Section 108 of the Environment Act 1995 to serve a notice if a person refuses to comply and supply relevant information. As a result, alternative measures have had to be taken which do not use enforcement notices.</i>							
Enforcement - % of successful prosecutions	-	100%	100%	100%	100% (Quarterly)	100%	100%	✓
	<i>Quarter 1: No prosecutions took place during the quarter.</i>							
Enforcement - Fixed Penalty Notices issued	59	92	127	74	185 (Annual)	219 (Total)	352 (Total)	✓

Appendix 2 - KPI Data 2020-21

Description	Q1 Actual 2020-21	Q2 Actual 2020-21	Q3 Actual 2020-21	Q4 Actual 2020-21	Target	2019/20 Comparison	2020-21 Summary	Target Met
Enviro-crime patrol hours (dog fouling and littering)	747	599	760	493	2,800hrs (Annual)	1,666 (Total)	2,599 (Total)	✗
	<p><i>The number of patrol hours undertaken by Environmental Enforcement Officers has shown significant increase during the year. The officers have been involved in a number of coronavirus related activities whereby patrolling has not been feasible, including providing support to the NHS at Folca to manage vaccination queues over a 2 week period, helping to promote test and trace in communities as well as undertaking local door knocking for test and trace covid cases that KCC were trying to obtain contact details from. The team has also had several people off long term with Coronavirus or long term sickness, which has also impacted on overall patrol hours.</i></p>							
% of unauthorised encampments successfully removed from FHDC Land	100%	100%	-	-	100% (Quarterly)	100%	100%	✓
	<p><i>There were no unauthorised encampments on FHDC land in Quarter 4.</i></p>							
Compliant air quality monitoring sites	18	18	18	18	16 Sites	16 (Total)	18 (Total)	✓
% of household waste recycled	48%	49%	46%	45%	50% (Quarterly)	46% (Average)	47% (Average)	✗
	<p><i>Seasonal variation is inherent in waste collection and recycling figures: garden waste in particular is seasonally driven and data trends over previous years have shown that Spring (Quarter 1) is the busiest time of the year when residents prepare their gardens for the summer months, whilst the autumn months (Quarter 3) are quieter due to colder and wetter weather conditions.</i></p> <p><i>However, COVID-19 has no precedent and any comparison with our “normal” data sets must be done so with caution. Since March 2020, residents’ waste behaviour has changed due to lockdown arrangements – for example: more online deliveries have been made, increasing cardboard volumes; more meals have been made and eaten at home resulting in increased food waste; and, home improvements / clear-outs have been undertaken whilst people have been at home, both of which have increased waste volumes generated (this now frequently being collected via the Council’s bulky waste service, as opposed to previously being deposited at a Household Waste Recycling Centres) – and the increased collection of reusable items by the 3rd Sector, for example charities, thus removing such recyclable items from the waste stream.</i></p> <p><i>Whilst avoiding direct comparisons, it would appear that the net result of the COVID restrictions continuing during the period has resulted in an increase in the Quarter 4 2020/21 recycling rate compared to the same period in 2019/20 where a rate of 42% was achieved, but it has continued to reduce relative to the preceding quarters this year, largely reflecting the seasonal variations in garden waste production which is typical rather than attributable to COVID. (i.e. gardening activity is limited during the winter months, especially during periods of snow, etc.)</i></p>							
Number of missed collections per 100,000 population	8.22	11.47	6.48	Figure Unavailable	50 (Quarterly)	7.4 (Average)	8.72 (Average Q1-Q3 only)	-
	<p><i>A Figure for Quarter 4 is unavailable due to the introduction of an all new data management system by Veolia in April 2021 as part of the new waste and street cleansing contract. In addition, both the waste and contractor teams have experienced the departure of experienced data specialist’s roles that are currently looking to be filled.</i></p>							

Appendix 2 - KPI Data 2020-21

Description	Q1 Actual 2020-21	Q2 Actual 2020-21	Q3 Actual 2020-21	Q4 Actual 2020-21	Target	2019/20 Comparison	2020-21 Summary	Target Met
% of street surveyed clear of litter within the district	83%	96%	96%	96.3%	95% (Quarterly)	93.7% (Average)	92.8% (Average)	✘
% of returns to empty a missed bin by the end of the next working day if it is reported within 24 hours	80%	90%	87%	Figure Unavailable	95% (Quarterly)	94.2% (Average)	85.6% (Average Q1-Q3 only)	-
	<i>A Figure for Quarter 4 is unavailable due to the introduction of an all new data management system by Veolia in April 2021 as part of the new waste and street cleansing contract. In addition, both the waste and contractor teams have experienced the departure of experienced data specialist's roles that are currently looking to be filled.</i>							
Number of days to remove fly tipped waste on public land once reported	1.2	1.1	2	Figure Unavailable	3 Days (Quarterly)	2.2 days (Average)	1.4 Days (Average Q1-Q3 only)	-
	<i>See comment above</i>							
Parking: Number of PCNs issued	2,643	5,653	3,889	2,371	No Target	21,580 (Total)	14,556 (Total)	-
Parking: British PCN recovery rate	46.2%	62.9%	46.5%	62.6%	60% (Quarterly)	58.9% (Average)	54.5% (Average)	✘
	<i>In light of the Coronavirus pandemic, the British Parking Association and the Local Government Association (LGA) have recommended authorities take an understanding and flexible approach towards taking payments in recognition that an increasing number of people will be impacted financially. Our current approach includes extending the discount period, placing cases on hold for specific periods, and offering payment plans to people with multiple cases. This has in turn continued to reduce the overall pcn recovery rate achieved.</i>							
Parking: Foreign PCN recovery rate	32.2%	47.6%	26.8%	35.8%	40% (Quarterly)	39.3% (Average)	35.6% (Average)	✘
	<i>Foreign registered vehicles (FRVs) are more likely to contravene traffic and parking regulations than drivers of UK registered vehicles – and are less likely to pay the penalty charges which they incur. It has often proved challenging to trace the owners of FRVs and, even when they can be traced, there is no legal process by which they can be made to pay civil penalties.</i>							
	<i>Debt recovery has been slower during the pandemic. Officers continue to work with enforcement agents to recover much of the outstanding debts as possible.</i>							

Appendix 2 - KPI Data 2020-21

Health Matters - Keeping our communities healthy and safe

Description	Q1 Actual 2020/21	Q2 Actual 2020/21	Q3 Actual 2020/21	Q4 Actual 2020/21	Target	2019/20 Comparison	2020-21 Summary	Target Met
% of premises rated 3 or above for food hygiene	92%	92%	97%	97%	95% (Quarterly)	95% (Average)	94.5% (Average)	✘
	<p>A number of premises inspections during the first half of the year were suspended under COVID legislation with health and safety actions and responses to COVID related complaints has taken up significant resource time within the team and this has impacted on the overall end of year outturn achieved. The second half of the year has shown improvement due to restrictions lifting as well as revisiting businesses which applied for re-ratings following enforcement/educational visits during the lockdowns.</p>							
Number of visits and inspections to licensed premises	6	21	69	43	30 (Quarterly)	114 (Total)	139 (Total)	✔
	<p>The 43 reported visits and inspections consisted of:</p> <ul style="list-style-type: none"> 43 premises licence inspections (under Licensing Act 2003 and The Health Protection (Coronavirus, Business Closure) (England) Regulations 2020) <p>The number of visits and inspections has shown a drop from the previous quarter as we went into a National Lockdown in January. This meant that premises that were previously open had to close, however we received a number of allegations that premises that should have been closed were open, or that those offering takeaway only were not operating correctly in line with government guidance. Officers were unable to conduct other licensing visits (such as animal welfare, gambling premises etc) and therefore focussed on visiting licensed premises to check their compliance with Covid restrictions. An increase in visits and inspections is likely moving into Quarter 1 of 2021/22 as result of national lockdown restrictions being lifted. Weekday, evening and weekend visits are planned to licensed premises across the district in line with new Covid Regulations until they are lifted. Advice and enforcement is being undertaken.</p>							
Fixed Penalty Notices issued under the Public Space Protection Order	4	7	8	4	No Target	5 (Total)	23 (Total)	-
	<p>Fixed penalty notices have been issued under the Public Space Protection order to people who have been begging, urinating and camping in public spaces during the year.</p>							
Number of young people engaged in ASB diversionary activities	0	0	0	4	100 (Quarterly)	962 (Total)	4 (Total)	✘
	<p>Due to the ongoing coronavirus pandemic there has been little engagement with young people directly by FHDC during Quarter 4. This has been to do with the limited availability of schools. Our district schools were only open throughout this period for a limited time and when they were reopen they are still discouraging ongoing contact with outside agencies to reduce the risk of transmission, but support has been provided through virtual initiatives. KCC face to face work had not been taking place for our detached working and Police Crime Commissioner (PCC) funded Projects have been on hold. However the partnership working has continued to take place with high risk young people who are being highlighted through the weekly Community Safety Unit (CSU) and the fortnightly District Contextual Safeguarding Meeting (DCSM).</p> <p>The 4 children who have been supported are from the Young Street Group which has been identified through CSU (there are 2 x YSG's) and this is preventative work that has been done with them and the Metanoia project which was a presentation on Knife Crime and Gangs.</p>							

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	<i>It is hoped that Community Safety projects within schools and PCC funded projects can now safely start to recommence as lockdown is eased. New PCC funded projects are being submitted to the PCC for 2021/2022 and will start in due course.</i>							
Description	Q1 Actual 2020/21	Q2 Actual 2020/21	Q3 Actual 2020/21	Q4 Actual 2020/21	Target	2019/20 Comparison	2020-21 Summary	Target Met
Number of hospital admissions prevented or hospital discharges accelerated as a result of Private Sector Housing Team and partner intervention	92	27	71	116	100 (Annual)	262 (Total)	306 (Total)	✓
No of Disabled Facilities Grants administered	13	17	11	13	No Target	78 (Total)	54 (Total)	-

Achieving Stability - Achieve financial stability through a commercial and collaborative approach

Description	Q1 Actual 2020/21	Q2 Actual 2020/21	Q3 Actual 2020/21	Q4 Actual 2020/21	Target	2019/20 Comparison	2020-21 Summary	Target Met
Council tax collection	28.82% (cumulative)	55.53% (cumulative)	82.34% (cumulative)	96.13% (cumulative)	97.3% (Annual)	97.48% (cumulative)	96.13% (cumulative)	✗
	<i>Collection rates have dropped in council tax due to the financial hardships felt by council tax payers during the pandemic. Usual recovery methods have not been available to the team as the courts have been closed and therefore we haven't been able to obtain liability orders to pursue enforcement routes.</i>							
Council tax reduction collection rate	27.25% (cumulative)	49.09% (cumulative)	69.21% (cumulative)	86.71% (cumulative)	82.5% (Annual)	83.4% (cumulative)	86.71% (cumulative)	✓
Business Rates collection	32.94% (cumulative)	56.83% (cumulative)	79.17% (cumulative)	94.11% (cumulative)	97.5% (Annual)	98.03% (cumulative)	94.11% (cumulative)	✗
	<i>Collection rates have dropped for business rates due to the financial hardships felt by businesses during the pandemic. Usual recovery methods have not been available to the team as the courts have been closed and therefore we haven't been able to obtain liability orders to pursue enforcement routes. Also the entire Business Rates and Corporate Debt team has been working on the administration of business grants since March 2020.</i>							
Total annual income accrued from Oportunitas for the Council	-	-	-	-	£275,000 (Annual)	£227,481 (Total)	£287,373 (Total)	✓
	The total income received from Oportunitas for 2020/21 is broken down as follows:							
	General Fund		£259,929					
	Loan principal repaid (capital receipt)		£27,444					
Total income collected from the Council's corporate property portfolio	£433,301	£895,954	£253,686	£509,207	£1.6 million (Annual)	£1,765,008 (Total)	£2,092,147 (Total)	✓
Total income from Apprenticeships and commercial work for TDC, CCC and DDC	£6,646	£36,884	£49,673	£28,400	£75,000 (Annual)	-	£121,603 (Total)	✓
Total value of Community Infrastructure Levy Liability notices	£52,347	£283,415	£122,030	£160,968	No Target	£1,285,535.20 (Total)	£618,760 (Total)	-

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Description	Q1 Actual 2020/21	Q2 Actual 2020/21	Q3 Actual 2020/21	Q4 Actual 2020/21	Target	2019/20 Comparison	2020-21 Summary	Target Met
Total value of Community Infrastructure Levy receipts	£15,425	£173,548	£129,319	-	No Target	£381,465.13 (Total)	£318,292 (Total)	-
	<i>There were no CIL receipts recorded for Quarter 4.</i>							

Delivering Excellence - Deliver excellent customer service through commitment of staff and members

Description	Q1 Actual 2020/21	Q2 Actual 2020/21	Q3 Actual 2020/21	Q4 Actual 2020/21	Target	2019/20 Comparison	2020-21 Summary	Target Met
% of calls received are answered	97.4%	91.8%	87.3%	79.2%	80% (Monthly)	89.6% (Average)	88.9% (Average)	✓
Increase of customer self-serve transactions (compared to 2019/20)	-	-	-	-	5% (Annual)	41.18% (Compared to 2018/19)	14.23% (Compared to 2019/20)	✓
	<i>This indicator is collated on an annual basis and not available quarterly. A figure will be available at the end of Quarter 4</i>							
% of customers satisfied with Web Chat service	94.1%	93%	93.9%	94.4%	88% (Annual)	90% (Average)	93.9% (Average)	✓
Average number of days taken to process new claims for Housing Benefit	20.9	17	10.2	8.5	21 Days	15.9 days (Average)	14.1 days (Average)	✓
Lifeline - Number of calls answered within 60 seconds	97.4%	97.1%	96.9%	97.9%	97.5% (Monthly)	98.3% (Average)	97.3% (Average)	✗
	<i>The move to permanent home working at the beginning of the year due to the coronavirus pandemic saw the Lifeline team experience multiple IT issues with Skype and the Lifeline system which had a negative impact on call answering times in quarters 2 and 3. During quarter 3, the Lifeline server was successfully replaced and this has resulted in a reduction in IT related issues and an overall increase in productivity during quarter 4.</i>							
Lifeline - Number of calls answered within 180 seconds	99.7%	99.7%	99.7%	99.8%	100% (Monthly)	99.9% (Average)	99.7% (Average)	✗
	<i>See comment above</i>							
Council Dwellings -Average time taken to re-let council dwellings excluding major works	40.4 days	25.5 days	22.5 days	25.3 days	16.5 Days (Quarterly)	19.6 days (Average)	28.4 days (Average)	✗
	<i>Delays previously reported during Quarter 1 due to access restrictions, furloughed contractor staff and suspension of lettings as a result of the coronavirus pandemic have affected our year-end outturn position of 28 days. However, an increase in the amount of void work being undertaken, in part due to increased safety checks (e.g. asbestos) and the deteriorating condition of the stock, has resulted in longer void turnaround times overall.</i>							
Council Dwellings - % of emergency repairs completed on time	99.75%	99.78%	99.66%	99.95%	98% (Quarterly)	99.6% (Average)	99.7% (Average)	✓
Council Dwellings - % of routine repairs completed on time	99.67%	99.20%	99.55%	98.47%	98% (Quarterly)	98.7% (Average)	99.2% (Average)	✓
All complaints will be acknowledged within 5 days as required in the policy	100%	100%	100%	100%	100% (Monthly)	99.7% (Average)	100% (Average)	✓

Appendix 2 - KPI Data 2020-21

Description	Q1 Actual 2020/21	Q2 Actual 2020/21	Q3 Actual 2020/21	Q4 Actual 2020/21	Target	2019/20 Comparison	2020-21 Summary	Target Met
All Freedom of Information / Environmental Information Requests to be responded to within the statutory period of (20 working days or lawful extension).	64.8%	87.4%	83.9%	74.3%	90% (Monthly)	69.2% (Average)	77.6% (Average)	✘
	<p><i>Performance remains under target in the quarter due cross training being undertaken between a Freedom of Information officer and Recovery officer on their opposite work functions to help build skills resilience within the team. Additionally the number of FOI/EIR requests has continued to increase during the year from 113 in Quarter 1, to 159 in Quarter 2, to 193 in Quarter 3 to 199 in Quarter 4 with varying levels of complexity that have impacted on the response times achieved throughout the year. Further discussions on resourcing are being undertaken to address the situation to help improve future performance.</i></p>							
All Subject Access Request responses to be provided within the statutory period (1 calendar month or lawful extension).	16.6%	88.8%	61.1%	11%	100% (Monthly)	59% (Average)	44.3% (Average)	✘
	<p><i>The number Subject Access Requests (SAR) responded to within the statutory period/lawful extension remains under target due to the extensive length of time required to collate and redact these types of request, coupled with increased number Freedom of Information/Environmental Information Requests (FOI/EIR) received, a decision was made within the Case Management team to prioritise the FOI/EIR responses. This is now being addressed through cross-training other members of the Case Management team to log SAR cases that will enable fully trained freedom of information officers to spend more time dealing with the request responses.</i></p>							
Number of absence days per employee (Per full-time equivalent)	1.24	0.77	1.31	1.81	7 days (Annual)	4.57 (Total)	5.13 (Total)	✓
Employee Net Promoter score	-	-	-	-	-20 or above (Annual)	-8	See comments	-
	<p><i>The council used the Best Companies survey in July 2020 and March 2021. This survey does not measure the employee net promoter score but has given us a range of other valuable data. From the Best Companies survey we have been awarded a 2 star accreditation for outstanding levels of engagement and are recognised as one of the top 10 not for profit bodies to work for in the UK!</i></p>							

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