



# Folkestone and Hythe District Council Quarter 2 Performance Report 2018/19 – July to September 2018



## Your Cabinet Members



Cllr David Monk  
Leader of the  
Council



Cllr Jenny  
Hollingsbee  
Deputy Leader,  
Cabinet Member for  
Communities



Cllr Malcolm  
Dearden  
Cabinet Member for  
Finance



Cllr John Collier  
Cabinet Member for  
the District Economy



Cllr Ann Berry  
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Special Projects



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Cabinet Member for  
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and Digital Delivery



Cllr Dick Pascoe  
Cabinet Member for  
Property  
Management and  
Environmental  
Health



Cllr Stuart Peall  
Cabinet Member for  
the Environment

## Your district

Folkestone & Hythe district has a population of approximately 111,000 of which 58.2% (32,700) of female residents and 60.1% (33,000) of males are of working age. The district has a growing population in line with the growth for the county of Kent, with a projected population increase of 8.3% by 2036 (120,400). The proportion of older people in Folkestone & Hythe is 23.8% (26,500), higher than Kent, South East and England and Wales. The number of people aged 65 and over within the district is set to increase by about 14,000 (52.7%) by 2036. This has implications for a wide range of services provided by the district council including housing and health.

The district is considered a good place to live and work with the number of jobs and full time earnings in the workplace increasing, whilst unemployment has fallen over the past two decades. Jobs are forecast to grow more quickly than the South East average up to 2031. However, although there has been growth in the numbers of jobs, these have been generally lower paid, lower skilled jobs. People claiming Job Seekers Allowance is also higher than in the comparator areas and South East average and residents' full time earnings are lower than the South East and national averages. Therefore, with a challenging economic environment there is no room for complacency. The district has a mixed business sector benefitting from great brand names including Saga, Eurotunnel Le Shuttle, Holiday Extras, the Aspinall Foundation and Church and Dwight, alongside a growing creative industry emerging from Folkestone's Creative Quarter. East Kent College continues to widen the range of courses and facilities it provides, offering an excellent further education offer within the area.

As a well-connected, coastal district in Kent with an attractive mix of urban and rural areas, we recognise the importance of maintaining a quality environment for residents and visitors alike including our heritage and conservation areas. We have outstandingly beautiful countryside and villages, the stunning landscape of Romney Marsh, the ancient Cinque Port Borough of Hythe, and the vibrant coastal town of Folkestone where significant private and public investment in the Old Town has created the unique Creative Quarter. Tourism is an important sector of our local economy supported by stunning coastline with award-winning beaches, boutique hotels and popular visitor attractions including the Harbour Arm, the Romney, Hythe and Dymchurch Railway, Howletts and Port Lympne wild animal parks.

We work in partnership with neighbouring authorities to plan for and deliver the needs of the East Kent area. Transport links are excellent, with the international high speed railway link from Folkestone making London accessible within an hour. The ever popular Eurotunnel means the French coast is within reach in less than 35 minutes. The district is well served by the motorway network with the M20 and M2 providing direct links to the Channel Ports and M25.

## Introduction

During 2017/18, the Council introduced its refreshed Corporate Plan, setting out its three year corporate plan vision of *investing for the next generation ~ delivering more of what matters* and outlining six new strategic objectives:

- **More Homes** - provide and enable the right amount, type and range of housing
- **More Jobs** - work with businesses to provide jobs in a vibrant local economy
- **Appearance Matters** - provide an attractive and clean environment
- **Health Matters** - keep our communities healthy and safe
- **Achieving Stability** - achieve financial stability through a commercial and collaborative approach
- **Delivering Excellence** - deliver excellent customer service through commitment of staff and members

The first four objectives are externally focused and detail how the Council will contribute to the district and its communities. The last two objectives are internally focused to identify the priorities required for the Council to ensure its stability and excellence in service delivery. An accompanying Corporate Delivery Plan provides the detail of what the Council plans to achieve over the next three years to support the objectives and priorities of the Corporate Plan 2017-20.

As a district council with big ambitions, we will continue to deliver a range of major projects and initiatives ensuring we are progressive and innovative in our strategic approach by:

- Working with our businesses and communities to promote and invest in our assets - a beautiful coastal district with great connections to London and Europe
- Developing a thriving economy for our residents and attract new people; supporting activities to develop jobs, homes and healthy living
- Designing our services from our customers' perspective and using technology to best effect
- Using the next 2 years to work together with customers and staff to further modernise the Council to help achieve our ambitions and continuously improve the way we do business

Key Performance Indicators, currently collated on a quarterly basis, were not reviewed as part of the Corporate Plan refresh and do not fully align to how the Council will measure progress in delivering its strategic objectives and priorities. The ongoing work in this

area means that 2018/19 will be something of a transitional year, with a full review of current performance indicators being undertaken to ensure they are both meaningful and reflect the Corporate Plan priorities.

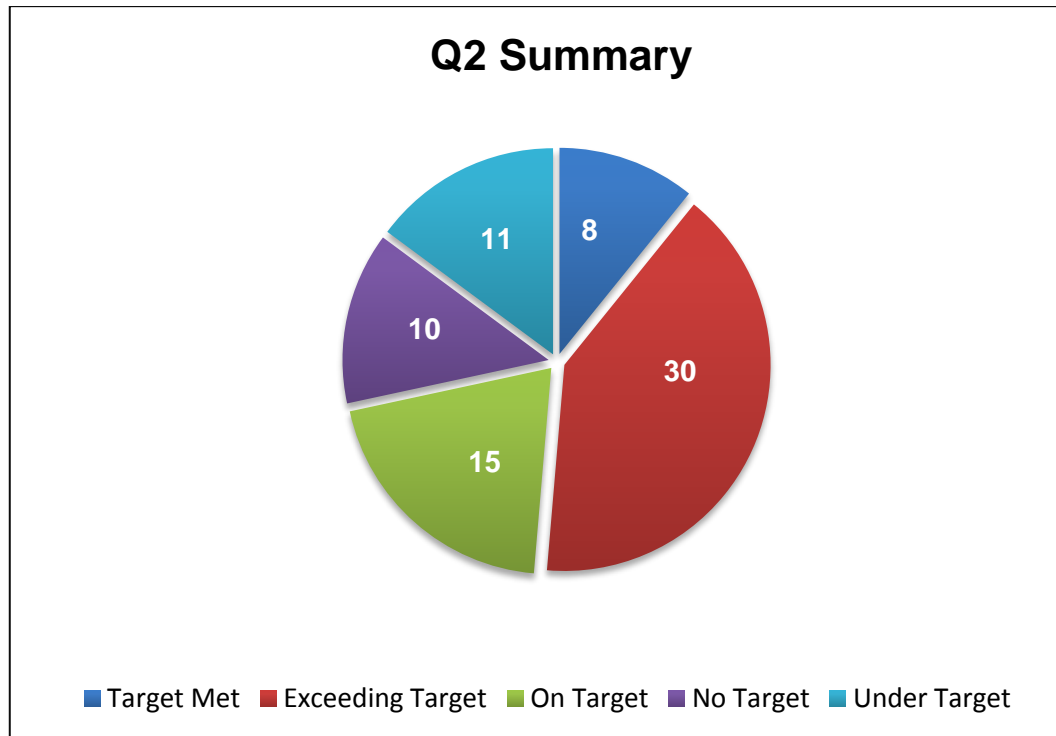
However, as a result of the introduction of the Homelessness Reduction Act (2017) in April 2018, which set out a framework for one of the biggest changes to homelessness legislation, the relevant performance indicators have been amended as performance is now measured and collated by Government in a different format.

Under the earlier 1996 Housing Act, every client approaching for assistance was given a homeless decision outcome and that was the key measure of a Council's performance. However, the Homelessness Reduction Act requires local housing authorities to carry out homelessness prevention work with all those who are eligible for help and threatened with homelessness, with clients now seen in three stages, prevention, relief duty and lastly, main housing duty. Where homelessness has not been prevented or an alternative solution found, cases will now progress to a formal homeless decision. Therefore, the measure of good performance will be the lowest number of homeless decisions made, as this indicates that most cases are being prevented or other solutions found.

Whilst the overall review is underway, the Council will ensure it continues to report on the measures it uses to check its performance each quarter. The purpose of the report is to demonstrate the performance of the Council at the end of the second quarter of 2018/19. Details of the projects and activities ongoing in each service area that contribute to delivering what is important and make a difference to all in the district are highlighted in the Council's Annual Performance Report – Making a difference: a snapshot of our year 2017/18.

## Summary of performance – Quarter 2 2018/19

The Council has performed well in Quarter 2, with 63 of the 74 indicators performing satisfactorily and meeting/exceeding target or on track at the end of the quarter.



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

Description	Q2 2017/18 Comparison	Q1 Actual 2018/19	Q2 Actual 2018/19	Q3 Actual 2018/19	Q4 Actual 2018/19	Target
New homes built	N/A	-	-			400 (Annually)
		<i>This indicator is collated on an annual basis and not available quarterly. However, the district currently has 466 properties under construction, indicating that the annual target of 400 should be exceeded.</i>				
Council new builds to start on site	0	0	0			20 (Annually)
		<i>Start/completion dates can be affected by a range of factors including land acquisition, planning consent and procurement. Although, no construction of Council new builds commenced in Q2, the Council remains on track to meet its annual target with work underway at various sites including Roman Court, to deliver a mix of new homes in the district, including disabled access.</i>				
Additional affordable homes delivered in the district by the Council and its partner agencies	0	50	1			80 (Annually)
		<i>Over the next 9 months, approximately 50 housing association homes for rent and shared ownership purchase are due to complete on sites in Cheriton and New Romney. 6 Council homes for rent were completed in Cheriton in October this year (Quarter 3). Over the next 12 months, a further 35 Council homes for rent and shared ownership are due to start on site in Folkestone and approximately 30 further housing association homes for rent and shared ownership purchase are due to commence in Sellindge and Stelling Minnis.</i>				
Homes provided in the district for low cost home ownership	0	15	9			32 (Annually)
Long term empty homes	17	24	10			70

Description	Q2 2017/18 Comparison	Q1 Actual 2018/19	Q2 Actual 2018/19	Q3 Actual 2018/19	Q4 Actual 2018/19	Target
brought back into use						(Annually)
Private sector homes improved as a result of intervention by the Council and its partner agencies	95	60	145			130 (Annually)
	<p><i>Over the last quarter, the Private Sector Housing team has focused on a number of larger buildings containing a significant number of separate flats. The majority of this work has involved upgrading fire protection measures within both the buildings as a whole and the individual properties. This has resulted in an increased number of private sector properties being improved over the last quarter, ensuring homes in the district are safe and well maintained.</i></p>					
Number of homelessness approaches made to the Council	148	346	325			No target
	<p><i>The implementation of the Homelessness Reduction Act (2017) in April this year imposed new statutory processes on all local housing authorities. As a result, the Council has seen an expected, but significant rise in the number of clients approaching its homelessness services for assistance – on par with other local authorities based across Kent and Medway.</i></p>					
Number of homelessness approaches prevented (through housing advice or other intervention)	36	289	233			No Target
Number of homelessness approaches withdrawn by applicant	-	34	10			No Target
Number of homelessness approaches carried forward to the homeless duty relief stage (relieving homeless for 56 days by helping applicants	-	23	82			No Target



Description	Q2 2017/18 Comparison	Q1 Actual 2018/19	Q2 Actual 2018/19	Q3 Actual 2018/19	Q4 Actual 2018/19	Target
<i>secure accommodation regardless of priority need)</i>						
Number of homelessness approaches owed Main Housing Duty ( <i>where the applicant is eligible for assistance, unintentionally homeless and falls within a specified priority need group</i> )	-	4	2			No Target
Average number of households in temporary accommodation	107	35	26			35 (Quarterly)
Number of families in temporary B&B accommodation	56	2	0			6
Number of families in temporary B&B accommodation over 6 weeks	20	0	0			0
Number of 16/17 year olds in temporary (B&B) accommodation	1	0	0			0
Number of 16/17 year olds in temporary (B&B) accommodation over 6 weeks	0	0	0			0
Average number of weeks families are staying in temporary B&B accommodation	5.6	0	0			6 weeks

Description	Q2 2017/18 Comparison	Q1 Actual 2018/19	Q2 Actual 2018/19	Q3 Actual 2018/19	Q4 Actual 2018/19	Target
Average number of weeks single persons are staying in temporary B&B accommodation	11.6	2.6	0			8 weeks
% of major planning applications to be determined within statutory period	81.8%	100%	80%			50% (Quarterly)
% of non-major planning applications to be determined within statutory period	81.4%	89.3%	89.1%			70% (Quarterly)
% of other planning applications to be determined within statutory period	91.8%	88.5%	91.5%			85% (Quarterly)

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

Description	Q2 2017/18 Comparison	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Target
Applications for external funding	0	0	1			2 (Annually)
Investment in the FHDC area scheme	0	0	0			1 (Annually)
Delivery of the business accommodation scheme	0	0	0			1 (Annually)
Delivery of the engagement programme to key employers	6	4	5			6 (Annually)

## Appearance Matters - Provide an attractive and clean environment

Description	Q2 2017/18 Comparison	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Target
Percentage of household waste recycled	46%	50%	48%			47% (Quarterly)
Number of missed collections per 100,000 population	2.22	6.42	7.44			50 (Quarterly)
Percentage of streets surveyed clear of litter within the district	95%	95%	97%			95% (Quarterly)
Percentage of streets surveyed clear of detritus within the district	59%	77%	85%			90% (Quarterly)
		<p><i>The reduction in streets surveyed was caused by two mechanical sweepers being off the road due to maintenance requirements in Q1. This issue has now been addressed, with performance levels in Q2 showing improvement.</i></p>				
Number of days to remove fly tipped waste on public land once reported	1	1	2			3 days
Percentage of returns to empty a missed bin by the end of the next working day if it is reported within 24 hours	95.2%	92%	91%			100% (Quarterly)
		<p><i>Performance remains good against the target. The overall number of missed bins reported (number of missed collections per 100,000 population) remains low (7.44) compared to the contractual target of 50. This equates in real terms to approximately 100 bins or containers missed in total within the quarter. From this a further 91% were then subsequently collected once reported. Those not collected were often reported late or were operationally difficult to complete. Defaults are issued to the contractor where the bin has not been collected within the contracted timescales.</i></p>				

Description	Q2 2017/18 Comparison	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Target
Average number of hours to remove offensive graffiti in public places	3.42	1.36	2.1			4 hours
Number of enforcement notices served	32	30	50			60 (Annually)
Compliant Air Quality Monitoring Sites	13	14	14			14 sites
Enforcement - Fixed Penalty Notices issued	8	29	75			50 (Annually)
Enforcement – Number of Hours spent on environmental crime patrol	371	418	506			2,800 (Annually)
Enforcement – Number of warning letters issued (Environmental Protection)	8	2	2			No Target
Stray dogs found	38	38	31			No Target
Stray dogs successfully returned to owner	21	20	19			No Target
	<p><i>Dogs unable to be reunited with the owners are transferred to the care of local kennels for a 7 day period, where they are microchip checked. If the owners cannot be identified or do not come forward within the 7 days, ownership and care is transferred to the kennels. All dogs found in Q2 have or are due to be successfully rehomed. Dog owners are encouraged to microchip their pets as it remains the best way of being reunited with their pet should they become lost or stolen.</i></p>					
Parking: Number of PCNs issued	4,706	5,294	5,314			No Target

Description	Q2 2017/18 Comparison	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Target
Parking: British Vehicle PCN recovery rate	56%	55.9%	61.64%			70% (Quarterly)
		<p><i>Under the Council's appeals process for a PCN for traffic offences, the driver does not have to make payment whilst their objection is being dealt with and is put on hold pending a decision. Following a review of resource requirements, additional staffing was approved with effect from September 2018 to help address the additional workload demand and support improvements to customer service. As a result, performance is showing an improvement in Q2, but will continue to be monitored.</i></p>				
Parking: Foreign Vehicle PCN recovery rate	41%	36.9%	48.47%			50% (Quarterly)
		<p><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 is often impossible 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. However, the Council continues to progress FRV PCN cases with partner enforcement agencies, achieving some success with its recovery rate. Q2 performance shows a positive improvement, but will continue to be monitored.</i></p>				

## Health Matters - Keeping our communities healthy and safe

Description	Q2 2017/18 Comparison	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Target
ASB Complaints that have been investigated and resolved	22	50	109			100 (Annually)
Number of supported community litter picks	10	19	15			24 (Annually)
Number of community volunteer hours	294	250	596			1,200 hours (Annually)
Number of corporate social responsibility business volunteer hours	212	120	240			240 hours (Annually)
% of premises rated 3 or above	93.6%	95%	95%			95% (Quarterly)
Number of licensed premises inspected	34	54	37			No target
Number of complaints about food premises investigated	31	21	10			<100 complaints (Quarterly)
Number of caravan sites inspected	3	2	0			10
Number of licensing complaints investigated	22	28	23			<100 complaints (monthly)

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

Description	Q2 2017/18 Comparison	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Target
Business Rates collection	59.85% (Cumulative)	34.22% (Cumulative)	58.08% (Cumulative)			97.5% (Annually)
Council Tax collection	57.01% (Cumulative)	29.77% (Cumulative)	56.98% (Cumulative)			97.3% (Annually)
Council Tax reduction collection rate	47.86% (Cumulative)	25.96% (Cumulative)	47.8% (Cumulative)			85% (Annually)
% Invoices paid within agreed timescales (30 days)	97%	83.9%	90.53%			100%
<p><i>Target of invoices being paid within the agreed 30 day period has been affected due to delays in the submission of utility and contract invoices for payment by East Kent Housing.</i></p>						
Oportunitas – value of works invoiced (Grounds Maintenance)	£11,358.78	£17,474.83	£9,851			£10,000 (quarterly)
<p><i>Although, the Q2 figure is just shy of its £10,000 quarterly target, substantial work was undertaken towards the end of Q2 in September, valued at £19,358. This work was invoiced in October and will therefore be presented in Q3 reporting.</i></p>						



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

Description	Q2 2017/18 Comparison	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Target
Customer Services - Calls served (versus number of calls received)	81%	72%	77.58%			80% (Monthly)
		<i>Customer Services has been impacted by considerable staff turnover in Q1 and Q2, due to internal promotions and secondments. Four new members of staff have been recruited and are completing their customer contact training. Recruitment will extend into Q3 to fill the remaining 3 vacant posts. Performance will continue to be monitored.</i>				
Customer Services - Average wait for calls (except peak times)	3mins 21 secs	4 mins 51 secs	4mins 20 secs			3 mins
		<i>Customer Services has been impacted by considerable staff turnover in Q1 and Q2, due to internal promotions and secondments. Four new members of staff have been recruited and are completing their customer contact training. Recruitment will extend into Q3 to fill the remaining 3 vacant posts. Performance will continue to be monitored.</i>				
Customer Services - Customers seen within 10 minutes of an appointment	100%	100%	99.7%			90% (Monthly)
Average number of days taken to process new claims for Housing Benefit	19	21	19.1			21 days
Average number of days to process new claims for Housing Benefit from the date the complete evidence is received.	5.3	6.2	4.4			10 days
Average number of days to process change of circumstances for Housing	3.8	5.7	4.1			7 days

Description	Q2 2017/18 Comparison	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Target
Benefit from the date complete evidence is received.						
Average number of days taken to process new claims for Council Tax Reduction	17.6	18.1	17.6			21 days
Average number of days taken to process change of circumstances for Council Tax Reduction	8.3	10	9.1			10 days
FOI - All complaints will be acknowledged within 5 days	100%	100%	100%			100% (Monthly)
All standard FOI and EIR requests will be satisfactorily replied to within the statutory timeframe of 20 working days after receipt (including number of requests received)	97.3%	92%	91.5%			100% (Monthly)
<p><i>The Council has seen an increase in the number and complexity of FOI/EIR requests received, with the caseload increasing to 377 in Q2. Many of the delayed requests are as a result of highly complex procurement / contractual information, or viability and technical reports relating to the Council's strategic developments. Responding to these types of request requires the collation of a large amount of information, which places a significant demand on staffing resource and detailed consideration of public interest factors. The information team is currently focusing on pre-emptively addressing this demand through the proactive publication of relevant documents and supplementary material, for example, Business Rates data is now published online.</i></p>						
FOI - All subject access requests will be satisfactorily replied to within the statutory timeframe of 40 days	100%	100%	83.3%			100% (Monthly)

Description	Q2 2017/18 Comparison	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Target
(including number of requests received)						
		<i>Although the Subject Access Request caseload is relatively small, staffing resource has been impacted and diverted by the increase in the number and complexity of FOI/EIR requests received, which has impacted Q2 performance.</i>				
Planning - Respond to all Local Land Charge searches within 10 working days	100%	100%	100%			100% (Monthly)
Parking - Respond to all Fixed Penalty Notice challenges within 20 working days	80.6%	77.6%	81.3%			100% (Monthly)
		<i>Following an increase in Controlled Parking Zones introduced in 2017/18, the request for additional staff resources was approved in Q1, with recruitment and staff training completed in Q2. Performance is improving and Q3 should bring a significant increase in performance.</i>				
Lifeline - Number of calls answered in 60 seconds.	98%	98%	98.3%			97.5% (Monthly)
Lifeline - Number of calls answered in 180 seconds	99.8%	100%	100%			100% (Monthly)
EKH - Average time taken to re-let council dwellings excluding major works	12.37 days	15.23 days	17.98 days			19 days
EKH - % of emergency repairs completed on time	98.96%	99.35%	100%			98% (Quarterly)
EKH - % of routine repairs completed on time	99.96%	98.54%	96.09%			90% (Quarterly)

## Get in touch

Do it online at [www.folkestone-hythe.gov.uk](http://www.folkestone-hythe.gov.uk)

- PAY your Council Tax
- FIND your bin collection day
- SEE planning applications via our Planning Portal
- REPORT littering / fly tipping / abandoned cars
- REGISTER to vote
- BUY your annual car parking permit
- ....and more!

It's clear, simple and fast.

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